



OCCUPATIONAL FRAMEWORK
G471 – RETAIL SALE IN NON – SPECIALIZED STORES



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ABSTRACT

The retail industry has contributed significantly to the country's income by creating mass employment opportunities and also acknowledged as one of the most active sub-sectors in the Malaysian economy. There are numerous forms, formats and organisational setups observed in the Malaysian retailing industry. However, the key drivers to the continued growth of the retail industry in Malaysia are from specialized stores or category killers, non – specialized stores and online stores. Nevertheless, the non – specialized stores in Malaysia offer variety types of general merchandise with the new modernisation of retail formats that captured the local consumer attention. Likewise, the retail of non – specialized stores owe its growth, systematic and well-regulation to the collaborations among others between the stakeholders, government initiatives and also the overwhelming support from the industry and the market itself. Therefore, a huge part of the success should also be contributed to the strategic planning and development of the occupational structure which serves as guidelines to be implemented by the industry to ensure the best practice in the retail of non – specialized stores. In order to conduct the Occupational Framework on the retail of non – specialized stores, information related to of the sector were gathered through literature review, surveys and further discussed in workshop sessions with the panel of experts from various well – known convenience stores, department stores, supermarkets and hypermarkets in Malaysia. The outcome from the development of retail sale in non-specialized stores Occupational Framework showed that 53 or 45% out of 117 job titles are identified as Job Critical and it is significant to develop relevant National Occupational Skills Standard (NOSS) for supermarkets, hypermarkets, convenience and department stores which are in demand and have not been developed. Hence, the NOSS in turn will be developed to be used as the basis to conduct skills training and certification of competent personnel. The NOSS will serve not only as a reference of skills standards for certification but also as a guide to develop the skills training curriculum.

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GLOSSORY

| | |
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| Halal | Halal means lawful. Halal foods are food items and drinks prepared under strict Muslim dietary laws and halal meat is referring to the slaughter and preparation of meat in accordance with Islamic practices. |
| Hardline | A product line primarily consisting of merchandising such as hardware, housewares, automotive, electronics, sporting goods and toys would be considered as hardline goods. |
| Industry 4.0 | A third industrial revolution which transformed the nature of commerce with an array of computerization and IT advances. |
| Loss and Prevention | A concept in establishing policies, procedures and business practice to prevent the loss of inventory or monies in a retail environment. |
| Receiving | Incoming goods received by the backroom personnel of hypermarket, supermarket or department store and followed by proper storage before transferring the goods to the sales floor. |
| Softline | A product line consisting of apparel or linens (sheets). |
| Visual Merchandising | Displaying merchandise in a retail store in a way to elicits a positive image of the store, gets customers' attention and entices them to buy. |

ABBREVIATION

| | |
|-------|---|
| CBT | Competency Based Training |
| CPA | Malaysia Consumer Protection Act |
| DSD | Department of Skills Development |
| GDP | Gross Domestic Product |
| GNI | Gross National Income |
| HCP | Halal Critical Point |
| ICT | Information and Communications Technology |
| ISCO | International Standard Classification of Occupations |
| ISIC | International Standard Industrial Classification |
| JAKIM | Malaysia Department of Islamic Development |
| JD | Job Description |
| JPk | Jabatan Pembangunan Kemahiran |
| MASCO | Malaysia Standard Classification of Occupations |
| MDTCA | Ministry of Domestic Trade and Consumer Affairs |
| MoHR | Ministry of Human Resources Malaysia |
| MOSQF | Malaysian Occupational Skills Qualification Framework |
| MPC | Malaysia Productivity Corporation |
| MQF | Malaysia Qualification Framework |
| MRA | Malaysia Retailers Association |
| MRCA | Malaysia Retail Chain Association |
| MSIC | Malaysia Standard Industrial Classification |
| MyIPO | Intellectual Property of Malaysia |
| NCP | National Consumer Policy |
| NOSS | National Occupational Skills Standard |
| OA | Occupational Analysis |
| OF | Occupational Framework |
| OS | Occupational Structure |
| PNS | Permodalan Nasional Berhad |
| PWC | Price Waterhouse Coopers |
| SME | Small Medium Enterprises |
| SSM | Company Commission of Malaysia |

CHAPTER 1: INTRODUCTION

1.1 Chapter Introduction

This chapter clearly defines the objectives, scope, and concept of Occupational Framework for the retail industry. The function in skills training and curriculum development is also elaborated in this chapter. There have been various documents of the National Occupational Skills Standard (NOSS) developed for the Retail Industry. However, a complete analysis of the Occupational Structure of the retail industry has not been done because previously it was under the Distributive Trade Services category¹ (See Figure 1.1).

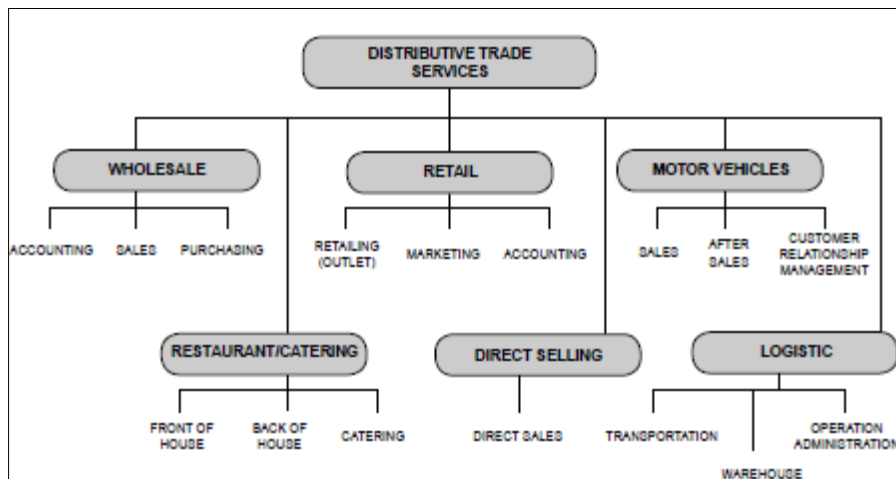


Figure 1.1: Job Area in Distributive Trade Services

It is defined in the MSIC under Section G, which is The Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles and Division 47 which is Retail Trade, Except of Motor Vehicles and Motorcycles. In order to ensure the development of the Occupational Framework is in line with the development of the NOSS based on MSIC sections and divisions, therefore this research aims to define the industry as specified in the MSIC based on a qualitative research on its Occupational Structure, Critical Jobs and Skills in Demand. It is, therefore, the occupational framework of retail industry must be done in order to identify the overall structure and available paths in the industry. Below are the descriptions of important elements of the research.

¹ Occupational structure for distributive trade service industry 2008, Addendum 3: Job Area in Distributive Trade Services

1.1.1 Research Background

In Malaysia, retailing begins as a local activity between a retailer and a buyer. The industry has transformed from traditional grocery shops to supermarkets and expanded into hypermarkets. One of the biggest contributors to the Malaysian Gross Domestic Product (GDP) is the retailing industry. This industry has been progressing very well with modern retail formats such as hypermarkets and supermarkets and considered as a favourite destination for consumers to buy foods and consumer goods. Robinsons was the first retailer which opened its original store in Jalan Tun Perak, Kuala Lumpur in 1928². However, the first modern retail concept in Malaysia was Weld Supermarket that was introduced in 1963³. Makro was the first hypermarket that was introduced in Malaysia in 1993 and followed by other modern retailers⁴. The progression of the retail industry also provides employment opportunity for the local population⁵. The retail supply network, which forms the framework for adding value to the retail value chain (See Figure 1.2), is causing changes in retail formats by blurring the relationship between sectors and focusing more on-demand fulfillment. The primary role of this framework is to create better prospective opportunities and enhance retailer's competitive advantages⁶.

The retail supply network set – up allows serving the consumers either directly or indirectly and in an interlinked and interdependent fashion as a system of entities. Retailers and other stakeholders used this supply network as a tool on the visibility movement of materials or information from the beginning stage till the end. It enables them to realize the benefits of working together and ensure that the ultimate possible value is provided to the end users. However, the growth of retail in Malaysia is driven by both specialized stores and non – specialized stores-based retailing. Nevertheless, the structure of non – specialized stores in Malaysia has changed dramatically over the last decades and the new retail formats have grabbed the consumer market share as compared to the traditional markets, grocery stores or mini markets.

² The Star.2007. 1st September

³ Kaliappan, Alavi, Abdullah and Zakauallah, Spillover effects of foreign hypermarkets on domestic suppliers in Malaysia, *International Journal of Retail & Distribution Management*,(2009), Vol.37, pp. 226 – 249.

⁴ Lee. C, Centre on Regulation and Competition: Working Paper Series, *Competition Policy in Malaysia, Centre on Regulation and Competition*,(2004),Vol.68,p 1 – 29.

⁵ Mui, L.Y., Badarulzaman, N & Ahmad, A.G., Retail Activity in Malaysia : From Shophouse to Hypermarket, (2003)

⁶ Malaysia Productivity Corporation (MPC) 25th Productivity Report 2017 / 2018

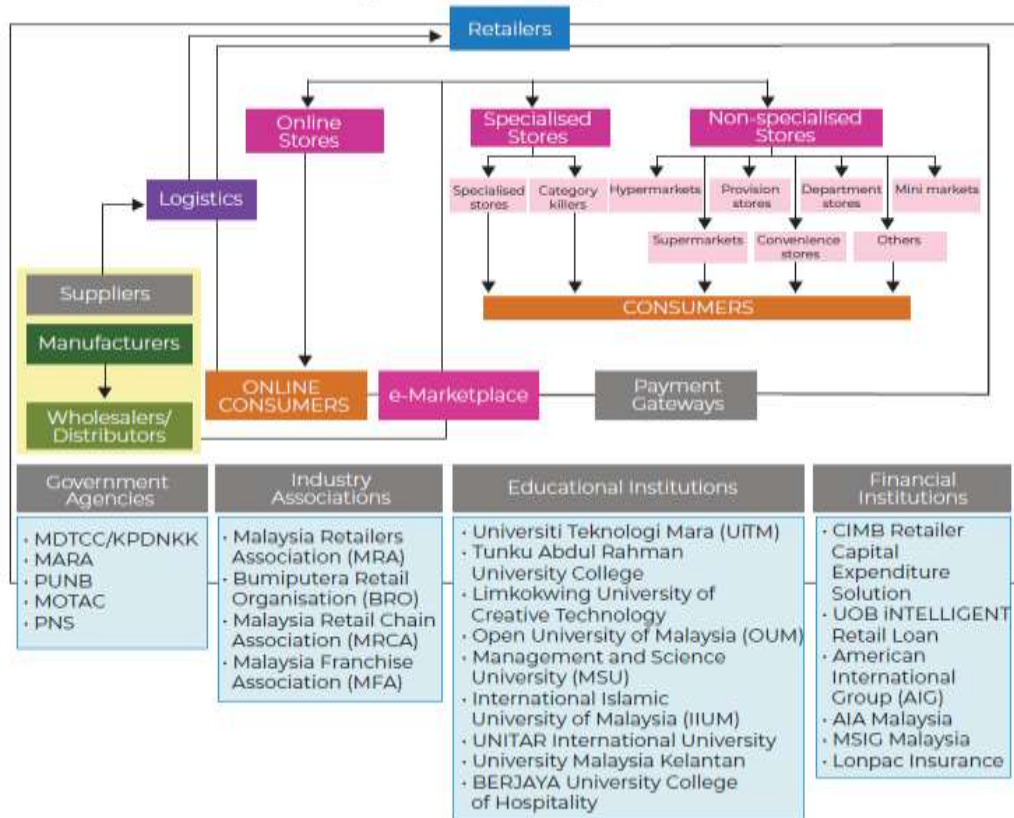


Figure 1.2: Retail Supply Network

Non – specialized stores such as convenience stores, supermarket, department stores, and hypermarkets offer various types of food based or general merchandise to the consumer. Furthermore, the modern retail format of non – specialized stores with layouts that are easy to navigate and provide a comprehensive product offering are popular among consumers in Malaysia. They preferred non – specialized stores that offer a more convenient experience when shopping that allow them to spend less time browsing for goods and enable them to reduce time on grocery shopping.

Thus, due to the rapid growth of the non – specialized stores, it has changed the Malaysian consumers' behavior drastically. Retail trade is one of the key contributors to the sector's labour productivity growth and it is attributed to the higher consumer spending especially from sales in non – specialized stores and other goods in specialized stores. Currently, there are approximately 315,000 employees who are engaged in the non – specialized stores with an average monthly salary of RM1,356.25.

1.1.2 National Skills Development Act 2006 (Act 652)

The National Skills Development Act 2006 (Act 652) came into effect on 1st September 2006 after it was officially gazetted on 29th June 2006, with the mandate of promoting, through skills training, the development and improvement of a person's abilities, which are needed for vocation, and to provide for other matters connected therewith. Act 652 is significant because for the first time in the history of skills training in Malaysia, a national legislation has been enacted solely and exclusively for skills training and development. In addition, the meaning and scope of skills training has been clarified and given a statutory interpretation that can be used to distinguish it from other components of the country's national education and training system. Act 652 also provides for the implementation of the Malaysian Skills Certification System, leading to the award of five (5) levels of national skills qualification, namely Malaysian Skills Certificate Level 1, 2 and 3; Malaysian Skills Diploma; and Malaysian Skills Advanced Diploma.

1.1.3 Malaysia Qualification Framework (MQF)

The Malaysia Qualification Framework refers to the policy framework that satisfies both the national and international recognized qualifications. It comprises titles and guidelines, together with principles and protocols covering articulation and issuance of qualifications and statements of attainment. Elements of the qualification framework indicate the achievement for each qualification title. It will also provide progression routes for all the graduates in the respective occupational fields.

The MQF has eight (8) levels of qualification in three sectors and supported by lifelong education pathways as shown in Figure 1.1. JPK governs the skill sector, in which there are five (5) levels of skills qualification. The definition for each level of skills qualification is specified in the Malaysian Occupational Skills Qualification Framework (MOSQF).

| MQF Levels | Sectors | | | Lifelong Learning |
|------------|-----------------------------------|--------------------------------------|------------------|---|
| | Skills | Vocational and Technical | Higher Education | |
| 8 | | | Doctoral Degree | Accreditation of Prior Experiential Learning (APEL) |
| 7 | | | Masters Degree | |
| 6 | | | Bachelors Degree | |
| 5 | Malaysian Advanced Skills Diploma | Advanced Diploma | Advanced Diploma | |
| 4 | Malaysian Skills Diploma | Diploma | Diploma | |
| 3 | Malaysian Skills Certificate 3 | Vocational and Technical Certificate | Certificate | |
| 2 | Malaysian Skills Certificate 2 | | | |
| 1 | Malaysian Skills Certificate 1 | | | |

Figure 1.3: MQF Chart

1.1.4 Occupational Framework (OF)

Occupational Framework was previously known as Occupational Analysis (OA). Occupational Framework is an outcome of an occupational analysis and research work carried on a particular industry sector. The contents of an Occupational Framework shall include occupational structure, occupational definitions, job descriptions, manpower requirements and industry intelligence. The information on manpower skills requirements, occupational descriptions and industry intelligence will allow an overall understanding of the industry's occupational areas. Manpower skills requirements are to identify the skills gaps and shortages in the workforce. Industry Intelligence is based on an actual qualitative and quantitative data from the industry to further strengthen and prove the reliability of the data.

Therefore, a properly planned development and analysis will enable the Occupational Framework to be precise and accurate thus ensuring that it will be a reliable source of information for further analysis of the industry and the development of NOSS and training requirements.

1.1.5 National Occupational Skills Standard (NOSS)

National Occupational Skills Standard (NOSS) is defined as a specification of the competencies expected of a skilled worker who is gainfully employed in Malaysia for an occupational area, level and pathway to achieve the competencies and is gazetted in Part IV of National Skills Development Act 652. NOSS is developed by the industry experts based on the needs of the industry and is utilized as the main tool in the implementation of Malaysian Skills Certification System in which the performance of existing industry workers and trainees are assessed based on NOSS for awarding of Malaysian Skills Certificate.

1.1.6 Competency Based Training (CBT)

Competency Based Training (CBT) is an approach to vocational training which emphasizes what a person can do in a workplace as a result of education and training obtained. CBT is based on performance standards which are set by the industry with the main focus on measuring the performance while taking into account knowledge and attitude rather than the duration taken to complete the course. CBT is a learner-centric: outcome-based approach to training which allows each individual to develop skills at their own pace for a similar outcome. CBT concept is the basis of the Malaysian Skills Certification system which is coordinated by JPK.

1.2 Objective of Study

The objectives of the study are as below:

- To produce occupational structure (OS) from data analysis, interviews, site visits and focus group;
- To determine job descriptions of each job title from the OS;
- To investigate the skills in demand in the industry.

1.3 Scope of Study

The scopes of work for the study to develop occupational framework for retail sale in non-specialized stores are as listed below:

- To conduct a literature review on the current retail trade industry of retail sale in non-specialized stores;
- To consult with relevant industry representatives from hypermarkets, supermarkets, department and convenience stores to obtain expert input from industry;
- To develop, disseminate and analyse survey and questionnaire's data from retail trade industry via retail sale in non-specialized stores representatives;
- To perform a focus group discussion with the retail sale in non-specialized stores representatives, interviews, site visits and/or any other methods in order to achieve the study outcome.

1.4 Justification for MSIC Section Selection

The selection of Malaysia Standard Industrial Classification (MSIC) section for this OF is G. Section G is the wholesale and retail trade; repair of motor vehicles and motorcycles. This section consists of:

- Wholesale and retail trade and repair of motor vehicles and motorcycles
- Wholesale trade except for motor vehicles and motorcycles
- Retail trade except for motor vehicles and motorcycles

In this section, it also includes the retail sale of any type of goods, the sale of merchandise and retail trade except for motor vehicles and motorcycles⁷ as depicted in Table 1.1.

Table 1.1: MSIC Section of Retail Trade

| MSIC GROUP | MSIC GROUP DESCRIPTION | PRODUCT LINES |
|------------|---|---|
| G471 | Retail sale in non-specialized stores such as supermarket, convenience stores, department stores and hypermarket. | General merchandise such as fresh, foodline, softline, hardline, grocery and personal care items. |

⁷ The Malaysia Standard Industrial Classification 2008 (MSIC 2008), Department of Statistics Malaysia

According to Table 1.1, retailing is the resale (sale without transformation) of new and used goods mainly to the general public for personal or household consumption. However, the selection of division under this section is Group 471 which is a retail sale in non – specialized stores. The group encompasses of retail sale of a variety of product lines in the same unit such as supermarkets or department stores. Therefore, the justification for this MISC section selection is because currently the retailing industry is one of the main contributors to the Malaysian GDP. Retailing is also an integral and important part of the economic grows and is one of the oldest yet most challenging professions today. Retailing is the business activities that involved in the sale of tangible goods (products) and intangible goods (services) to the final consumers and it is the final stage in the distribution process. However, according to Levy and Weitz (2008) retailing is the set of business activities that adds value to the products and services sold to consumers for their personal or family use⁸.

1.5 Chapter Conclusion

The retail industry of non – specialized stores has increasingly become one of the contributors for the nation's GDP growth⁹. The industry stakeholders are able to determine the areas in producing a competent worker with high skill due to the existence of non – specialized stores' Occupational Structure (OS). This allows the practice of retailing in the supermarket, convenience stores, department stores and hypermarkets to flourish as part of a professional carrier that contributes to the development of the economy. The outcomes are specified in unit standards for each component of learning namely:

- (i) Knowledge and theory standards,
- (ii) Practical skills standards and
- (iii) Work experience standards for the manpower planning for the retail industry.

⁸ Michael Levy and Barton A.Weitz, Retailing Management (2008)

⁹ <http://www.treasury.gov.my/pdf/economy/er/1617/chapter3.pdf>

CHAPTER 2: LITERATURE REVIEW

2.1 Chapter Introduction

The purpose of this literature review is to provide an overview of the non – specialized stores in the present Malaysian retail industry scenario. The first part of this chapter gives the definition of the research area, the scope of Occupational Framework (OF) based on MSIC 2008 that encompasses on the definition of the section, division and group and the list of key stakeholders ranging from government agencies to the industry association and professional bodies. Then, the second part of this chapter explores the government legislation, policies and initiatives; industry and market intelligence of the non – specialized stores in the retail industry. Finally, this chapter also includes brief overviews on the list of NOSS that is relevant to MISC.

2.2 Definition of Research Area

Retail sale in non – specialized stores are one of the main contributions to the growth Malaysian economy and the sector's labour productivity. The sub-sectors of retail sale in non-specialized stores are presented in Table 2.1.

Table 2.1: Retail Sale in Non-Specialized Stores Sub-Sectors

| SECTORS | SUB-SECTORS | PRODUCT LINES |
|--|--------------------|---|
| Retail trade except for motor vehicles and motorcycles | Supermarket | Fresh, foodline and grocery products |
| | Convenience stores | Fresh, foodline and personal care products |
| | Department stores | Softline and hardline products |
| | Hypermarket | Fresh, foodline, softline, hardline, grocery and personal care products |

Table 2.1 shows that the consumers have opportunities to buy a broader range of products at a sole point of purchase in convenience store, supermarket, department store or hypermarket. The convenience store has its own unique selling appeal which is the convenience it offers to

the shoppers by opening around the clock¹⁰. Its prices are above average and its merchandise range is limited, focusing on fill-ins. Customers are indeed buying and paying for convenience. The sales transaction is small but the frequency of purchase is high. An example of a convenience store is 7 – Eleven.

Supermarket mainly sells food items such as groceries, meat and fresh produce in a self – service environment. Fairly large scale, they are highly accessible with nearby parking facilities. A supermarket offers shopping trolleys and baskets to their shoppers and an example of the supermarket is Cold Storage. A bigger version of the supermarket is the hypermarket such as Giant and Tesco. Department store provides an extensive assortment of merchandise organised into separate sections for buying, promotion, customer service and control. Generally, department stores appeal to the masses and often act as anchor tenants in malls. Examples of department stores are Parkson, Metrojaya and Isetan.

2.3 Scope of Occupational Framework Based on MSIC 2008

MSIC 2008 is used as a source of reference (a set of codes) for the classification of industry or economic activity in developing the occupational structure, occupational definitions and job descriptions of the Occupational Framework namely the retail trade sector in a modern society. Malaysia Standard Industrial Classification 2008 (MSIC) is a classification of all economic activities in Malaysia which adopts the International Standard Industrial Classification (ISIC) Revision 4.

The main purpose of the MSIC is to provide a set of activity categories that can be used for the collection and presentation of statistics according to such activities. Industries are then formed by grouping units with a common primary activity, according to specified similarity criteria. MSIC can then be used to produce statistics by activity or by industry, for enterprises as well as for establishments or kind of activity units. The MSIC for the development of this Occupational Framework is described in the Table 2.2.

¹⁰ W.K.N. Lynda and N.L.M. Cynthia, *Different forms of retail institutions*, Managing the Brick – and – Mortar Retail Stores, 2001, p.22 – 25

Table 2.2: MSIC Division G47 – Retail Trade, Except of Motor Vehicles and Motorcycles

| | | |
|---|--------------|--|
| MSIC SECTION | G | WHOLESALE AND RETAIL TRADE, REPAIR OF MOTOR VEHICLES AND MOTORCYCLES |
| MSIC DIVISION | 47 | RETAIL TRADE, EXCEPT OF MOTOR VEHICLES AND MOTORCYCLES |
| MSIC GROUP | 471 | RETAIL SALE IN NON-SPECIALIZED STORES |
| MSIC CLASS | 4711 | RETAIL SALE IN NON-SPECIALIZED STORES WITH FOOD, BEVERAGES OR TOBACCO PREDOMINATING |
| | 4719 | OTHER RETAIL SALE IN NON-SPECIALIZED STORES |
| MSIC ITEM | 47112 | SUPERMARKET |
| | 47114 | CONVENIENCE STORES |
| | 47191 | DEPARTMENT STORES |
| | 47193 | HYPERMARKET |
| <p>Excludes:</p> <ul style="list-style-type: none"> a) Manufacturing of bakery products (example baking on premises) <p>Includes:</p> <ul style="list-style-type: none"> a) Retail sale of coconut milk, onions, potatoes and chillies etc b) Retail sale of cigas, cigarettes | | |

Table 2.2 describes that the identified section in developing this Occupational Framework is **SECTION G: WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLES**. This section includes wholesale and retail sale (i.e. sale without a transaction) of any type of goods and rendering services incidental to the sale of merchandise. Wholesaling and retailing are the final steps in the distribution of merchandise. Also included in this section is the repair of motor vehicles and motorcycles. This section also includes wholesale and retail trade and repair of motor vehicles and motorcycles, wholesale trade, except for motor vehicles and motorcycles, retail trade, except for motor vehicles and motorcycles.

The table above also identified MSIC division for this Occupational Framework is **DIVISION 47 – RETAIL TRADE, EXCEPT OF MOTOR VEHICLES AND MOTORCYCLES**. This division includes the resale (sale without transformation) of new and used goods mainly to the general public for personal or household consumption or utilization, by shops, department stores, stalls, mail-order houses, hawkers and peddlers, consumer cooperatives, etc. Retail trade is classified first by the type of sale outlet (retail trade in stores: groups 471 to 477; retail trade not in stores: group 478 and 479). Retail trades in stores include the retail sale of used goods (class 4774).

For retail sales in stores, there exists a further distinction between specialized retail sale (groups 472 to 477) and non – specialized retail sale (group 471). These groups are further subdivided by the range of products sold. Sale not via stores is subdivided according to the forms of trade, such as retail sale via stalls and markets (group 478) and other non – store retail sale, e.g. mail order, door – to – door, by vending machines, etc (group 479).

According to Table 2.2, the MSIC group that has been determined in order to develop this Occupational Framework is **GROUP 471 – RETAIL SALE IN NON – SPECIALIZED STORES**. This group includes the retail sale of a variety of product lines in the same unit (non – specialized stores) such as supermarkets or department stores which had been discussed earlier.

2.4 Key Stakeholders

A stakeholder is a person, group or organisation that has interest or concern in an organisation. These stakeholders can either be government agencies, regulatory bodies, industry association or/and professional bodies which can affect or be affected by the organisation's actions, objectives and policies of the retail sale in non–specialized stores.

2.4.1 Regulatory Body and Relevant Government Agency

The regulatory body and relevant government agency that monitored the business activities of retail sale in non-specialized stores are described in Table 2.3.

Table 2.3: List of Regulatory Body and Relevant Government Agency

| NO | GOVERNMENT AGENCY AND REGULATORY BODY | RELEVANT TO RETAIL SALE IN NON-SPECIALIZED STORES |
|----|--|--|
| 1 | Ministry of Domestic Trade and Consumer Affair (MDTCA) | The Ministry of Domestic Trade and Consumer Affair was established on 27 th October 1990. The objectives of Ministry are to promote the development of a viable competitive and sustainable domestic economy, specifically in the Distributive Trade Sector. The sector is one of the main contributors to the National GDP and it acts as a buffer to economic stability, especially during the times of uncertainty and unpredictable situation of the global |

| NO | GOVERNMENT AGENCY AND REGULATORY BODY | RELEVANT TO RETAIL SALE IN NON-SPECIALIZED STORES |
|----|---------------------------------------|--|
| | | economy. It needs to be strong so as to counterweight any instability in the economy. MDTCA formulates policies, strategies and reviews matters pertaining to the development of the domestic trade. |

2.4.2 Key Industry Players

The list of key industry players as shown in Table 2.4 are companies that have the significant impact in providing employment opportunities and at the same time contribute to the national's economic growth.

Table 2.4: List of Key Industry Players of Retail Sale in Non-Specialized Stores Sector

| NO | KEY INDUSTRY PLAYERS | DESCRIPTION OF THE KEY INDUSTRY PLAYERS |
|----|-------------------------------|--|
| 1 | 99 Speed Mart Sdn Bhd | 99 Speedmart is a rapidly growing chain of refreshing 'new and improved' mini-markets that meets consumers' needs for groceries, offering unsurpassed value and absolute convenience. 99 Speed Mart aims to continue the concept-oriented mini market associated with more than 3500 types of daily use products to all customers. The company is able to achieve optimum economies of scale via bulk purchases of goods leveraging on a large chain supported by fully-integrated distribution centers working in synergy with an advance logistic system, thereby achieving efficiency and reduced costs. 99 Speedmart has formed a grocery store in 1987 grown to open more than 1000 branches and looking forward to grow even bigger to serve the customers better as everyone's favorite neighborhood mini-market. |
| 2 | KK Supermart Holdings Sdn Bhd | KK Supermart is the flagship of KK Group of Companies and it is described as a complete supermart, with 24 hours service that offers product competitive and fairly priced to their customers. The company believes in their optimism and provides an improved platform for new business expansion to withstand the winds of changes for achieving the commercial objectives of their customers, partners, |

| NO | KEY INDUSTRY PLAYERS | DESCRIPTION OF THE KEY INDUSTRY PLAYERS |
|----|---|---|
| | | associate members, supplier and employees. |
| 3 | 7-Eleven Malaysia Sdn Bhd | 7-Eleven Malaysia Holdings Berhad through its subsidiary 7-Eleven Malaysia Sdn Bhd is the owner and operator of 7-Eleven stores in Malaysia. Incorporated on 4 th June 1984, 7-Eleven Malaysia has made its mark in the retailing scene and has been a prominent icon for over 28 years. 7-Eleven Malaysia is the single largest convenience store chain with more than 1,905 stores nationwide, serving over 900,000 customers daily. |
| 4 | Lulu Group Retail Sdn Bhd | Lulu Group International is a highly diversified entity with operations spanning a vast geographical landscape. Spearheaded by the retail division, Lulu Group has interests in Hypermarkets, Shopping Malls, Imports and Exports, Trading, Shipping, IT, Travel and Tourism and Education. With an annual turnover in excess of USD 6.9 billion and staff strength of over 40000, Lulu Group is considered a major player in the economic scenario of the Middle East. |
| 5 | Aeon Co. (M) Bhd (Formerly known as Jaya Jusco) | Aeon was incorporated in Malaysia on 15 th September 1984. Aeon has established itself as a leading chain of General Merchandise Stores (GMS) and supermarkets. AEON's constant interior refurbishment of stores to project an image designed to satisfy the ever-changing and desires of consumers is clear evidence of this. The company's performance has been further enhanced by the management's acute understanding of target market needs and the provision of an optimal product mix. In addition to its core GMS plus its supermarket and department store operations, AEON is also active in specialty store operations, shopping centre development and operations, credit card business and services. |
| 6 | Parkson Corporation Sdn Bhd | From humble beginnings in 1987, Parkson has become an Asian retail success story. Over the past 30 years, the Group has built an unrivaled reputation as Asia's leading department store through our continuous innovation, vision and customer-first ethos. Parkson has grown in tandem |

| NO | KEY INDUSTRY PLAYERS | DESCRIPTION OF THE KEY INDUSTRY PLAYERS |
|----|-------------------------------|--|
| | | with Asia's economic emergence – venturing beyond Malaysia to open our first store in China in 1994, followed by Vietnam in 2005, Indonesia in 2011 and Myanmar in 2013. Parkson Group encompasses 3 entities listed on the stock exchanges of Malaysia, China and Singapore. These listed entities are Parkson Holding Berhad (listed on Bursa Malaysia), Parkson Retail Group Limited (listed on the Hong Kong Exchange) and Parkson Retail Asia Limited (listed on the Singapore Exchange). |
| 7 | GCH Retail (Malaysia) Sdn Bhd | GCH Retail (Malaysia) Sdn Bhd is a hypermarket and retailer chain in Malaysia, Singapore, Brunei, Indonesia and Vietnam. Currently Giant is the largest supermarket chain in Malaysia. Giant was founded in 1944 as a small grocery store in Kuala Lumpur and expanded with the opening of the Teng Minimarket Centre in Bangsar in 1974. In 1999, Dairy Farm International Holdings bought a 90% interest in the chain, with the Teng family retaining the balance. By 2003, the holding company for the chain had changed its name to Dairy Farm Giant Retail Sdn Bhd, and the chain had eight (8) Giant hypermarkets and 10 supermarkets as well as three Cold Storage supermarkets. Today, the company operates as a subsidiary of Dairy Farm International Holdings Limited and the name was changed to GCH Retail (Malaysia) Sdn. Bhd. |
| 8 | Mydin Mohamed Holdings Bhd | MYDIN business activity is in retailing and wholesaling. The products range from food line, household, soft-lines and hard-lines items. Hard-line products include hardware, electrical, stationery, porcelain and toys. Whilst soft-line comprises of textiles and fabrics products. Food line includes confectionery, drinks and beverages, delicatessen and dairy products. In their early years of operations, MYDIN's focus has always been in the non-food sector until they bought over the first supermarket in Selayang in 1997. Each of the branches has their own business category, based on the capacity of goods traded. The category comprises hypermarket, supermarket, emporium, |

| NO | KEY INDUSTRY PLAYERS | DESCRIPTION OF THE KEY INDUSTRY PLAYERS |
|----|----------------------|--|
| | | convenience shop, franchise store, bazaar, premium store and premium restaurant. MYDIN operates 75 outlets nationwide including premium store named SAM'S Groceria. This number of outlets encompasses 25 hypermarkets where each is located in the malls, 17 emporiums, 3 bazaars, and 9 supermarkets, 12 convenience shops (MyMart), 5 franchise outlets (Mydin Mart) and 4 SAM'S Groceria supermarkets. Above all, MYDIN operates its business based on 'Halal' concepts and stresses on honesty, sincerity and good discipline in all aspects of its business. |

2.4.3 Industrial Associations

The industrial associations are organisations which are promoting their interests and facilitate close collaboration between their member of organisations especially from the retail sale in non-specialized stores towards strengthening the retail trade industry in Malaysia. The list of industrial associations is shown in Table 2.5.

Table 2.5: Function of Industrial Associations to Retail Sale in Non-Specialized Stores Sector

| NO | INDUSTRY ASSOCIATIONS | FUNCTION TO RETAIL SALE IN NON-SPECIALIZED STORES SECTOR |
|----|--------------------------------------|--|
| 1 | Malaysia Retailers Association (MRA) | Malaysia Retail Association (MRA) was founded in June 1982 and today, the association represents some of the largest retail companies in Malaysia. It is a recognised association and representative of the retail industry by Ministries and other authorities. MRA is the only representative from Malaysia to the Federation of Asia Pacific Retailers Association (FAPRA) and is one of the Federation's founding members. MRA functions are to represent a unified voice and lobby on issues that affect all retailers, to exchange and share information on common issues and to raise the status and professionalism of retailing through education and training. |
| 2 | Malaysia Retail Chain Association | Malaysia Retail Chain Association (MRCA) was founded in |

| NO | INDUSTRY ASSOCIATIONS | FUNCTION TO RETAIL SALE IN NON-SPECIALIZED STORES SECTOR |
|----|-----------------------|--|
| | (MRCA) | the year 1992. MRCA acts as an excellent avenue for retail businesses to network and exchange ideas, share resources and to promote the healthy expansion of the retail industry in Malaysia and abroad. MRCA aims to create a highly supportive environment to build retail businesses and pool ideas, experiences and efforts to tap on various opportunities in Malaysia as well as abroad. |

2.5 Government Legislation, Policy and Initiatives

The importance of national development is to improve the quality of life of the people, which is also the key factor when it comes to making a purchase decision. These people are also the consumer and as a consumer, he or she depends on the goods and services in the market calls for a comprehensive policy to ensure that they and the traders play their roles and perform their responsibilities to sustain the economic growth of the country. In Malaysia, the Ministry of Domestic Trade and Consumer Affairs supervise the retail sector through the committee on retail trade.

2.5.1 Government Legislation and Policy

Consumers play important roles in driving domestic economic development to cushion the effects of the global economic disorder. Generally, the consumers need a piece of legislation regarding the provision and administration in protecting their rights against fairness, openness and good business practice between the suppliers of goods or services and consumers of such goods and services. The list of government legislation and policies that are related to retail sale in non-specialized stores is presented in Table 2.6.

Table 2.6: Function of Government Legislation and Policies to Retail Sale in Non-Specialized Stores Sector

| NO | GOVERNMENT LEGISLATION AND POLICIES | FUNCTION TO RETAIL SALE IN NON-SPECIALIZED STORES SECTOR |
|----|---|--|
| 1 | Malaysian Consumer Protection Act (CPA) | The Malaysian Consumer Protection Act (CPA) 1999 was established to provide the protection of consumers from any trade transaction between them and the suppliers of goods and services ¹¹ . The latest amendment aims to expand existing provisions in ensuring the Act remains relevant to the changes in the current trade practices as well as providing more protection to the consumers. Nevertheless, the latest CPA is only applicable to consumer contracts and excludes retailers and businesses |
| 2 | Price Control and Anti-Profiteering Act | This regulation applies universally to all goods and services, that means the scope of coverage includes all businesses making any supply of goods or services. The regulation broadly implements a formula – based mechanism to determine unreasonably high profit is determined to be unreasonably high if the mark – up percentage (MU%) or margin percentage (MG%) for goods/services sold/supplied or offered for sale/supply on any date in a particular financial year or calendar year. The preceding three FYs or CYs are referred to as X1, X2 and X3, respectively, which represent the first, second and third preceding year, respectively. The basic principle is that the baseline MU% or MG% on the first day of the particular FY/CY would be based on the preceding first year's MU% or MG% (X1) plus the higher of the following variances (in practice, known as the “tolerance”): X1-X2 or X2-X3. Non – compliance with the formula it would technically tantamount to having “unreasonably high profit”. This, in turn, would constitute an offense under the current provision of the Price Control and Anti – Profiteering Act 2011. |
| 3 | National Consumer Policy (NCP) | National Consumer Policy (NCP) was launched on 26 th July 2002 by the Ministry of Ministry of Domestic Trade, Co–operative and Consumerism's (currently known as Ministry |

¹¹ Laws of Malaysia, Act 599 latest Consumer Protection Act 1999

| NO | GOVERNMENT LEGISLATION AND POLICIES | FUNCTION TO RETAIL SALE IN NON-SPECIALIZED STORES SECTOR |
|----|-------------------------------------|--|
| | | of Domestic Trade and Consumer Affairs). The NCP focuses on initiatives to instill self – protection of the consumers and self – regulation by the traders/manufacturers and to achieve an effective consumer protection level which provide an environment that is contributing to the establishment of a fair market and sustainable developments in tandem with the local and worldwide economic developments. This policy is the basis of all consumerism – related activities by government agencies, consumers’ associations, and other non – government organisations and the private sector in such a way that the culture of consumerism and sustainable production may be enhanced in the country. |

2.5.2 Government Initiative

Retail Entrepreneurship Training Program

The retail sector is one of the key areas that contributes to the growth of the country’s GDP and more importantly GDP per capita. Rapid urbanisation and low unemployment rates are among the other positive factors for the retail sector. The expansion of large format retail sub-sector run by local and foreign players bring better quality, wider choice, lower product costs, greater product availability and new retailing technology skills for the Malaysia market. Thus, the business opportunities and baseline growth are expected to contribute to Gross National Income (GNI) and create additional jobs. In order to bring balance between modernity and the sustainability of the small retailers, an initiative led by the Ministry of Domestic Trade and Consumer Affairs has been offered to Small Medium Entrepreneurs (SME). This Human Capital Development Program under Retail Entrepreneurship Training is focusing on the efforts to identify SMEs with products that are potentially marketable in foreign hypermarkets in Malaysia such as Aeon, Tesco and Giant as well as Mydin and other local hypermarkets. This training is also driven by strategic partnerships with agencies under the ministry such as Company Commission of Malaysia (SSM), Permodalan Nasional Berhad (PNS) Academy under Perbadanan Nasional Berhad and Intellectual Property Corporation of Malaysia (MyIPO) in offering training and inputs that can encourage local entrepreneurs to strengthen their productivity.

2.6 Industry and Market Intelligence

The Malaysian retail landscape begins with traditional grocery stores, mini markets, night markets and wet markets. However, the retail market structure in Malaysia had changed drastically due to urbanisation, demand and changes of lifestyle and this can be seen through the increasing number of grocery stores, supermarkets, convenience stores, departmental stores and hypermarkets.

2.6.1 The Growth of Retail Industry (Non – specialized stores) in Malaysia

The Malaysian retail industry plays the main role in the advancement of its economic progress and as of 2016 the retail market is worth RM403.8 billion whereby the non – specialized stores market size was RM134.1 billion equivalents to 33% share of the total market and by 2020 it is expected to contribute RM156 billion to GDP and to create about half million new jobs¹². Traditionally, the retail business in Malaysia has been dominated by small ‘mom – and – pop’ stores.

Nevertheless, the retail environment has changed with the emergence of foreign retailer participation of large department stores such as AEON and the emergence of hypermarkets such as AEON Big, Econsave, Giant, Mydin and Tesco (See Figure 2.1). There is a total of 235 stores that consist of hypermarket, superstore and department store channels which were approved to operate in Malaysia with foreign investment entity according to the latest report on July 1, 2017, by the Malaysian government agency¹³. In total Giant has 120 stores, 55 stores by Aeon / Aeon Big, 55 stores by Tesco, 4 stores by Isetan Japan and 1 store by Lulu the newest hypermarket investor from Abu Dhabi, United Arab Emirates (UAE).

¹² Bernama News, 2013

¹³ Ministry of Domestic Trade and Consumer Affairs, Key Statistic Report, July 2017

| Channel | Name of retailer (Foreign investor's country of origin) | | Number of store | |
|------------------|---|-------------|-------------------------|-------------------------|
| | | | already in operation | not in operation yet |
| Hypermarket | Aeon Big | (Japan) | 22 | 1 |
| | Giant | (Hong Kong) | 50 | 1 |
| | Tesco | (UK) | 45 | |
| | Lulu | (UAE) | 1 | 2 |
| | Sub total | | 118 | 4 |
| Superstore | Giant | (Hong Kong) | 70 | 1 |
| | Tesco | (UK) | 10 | 3 |
| | Sub total | | 80 | 4 |
| Department store | Aeon | (Japan) | 33 | 3 |
| | ICJ | (Japan) | 4 | |
| | Sub total | | 37 | 3 |

Figure 2.1: Foreign Retail Investment in Malaysia (as of July 1, 2017)

2.6.2 Current Employment Status of Retail Non – specialized Stores in Malaysia

There is a lot of impact on the consumers purchasing style especially the retail industry that affects the Malaysian economic growth. The need for highly skilled and knowledgeable workforce in the retail industry is growing on demand in order to achieve organisation goals. The skilled and know – how workers need to embark in the retail industry.

Thus, the retail industry requires strong leaders and energetic employees because Malaysia's wholesale and retail sector are a major contributor to gross national income (GNI) and the key driver of domestic consumption, which in turn will lead to economic growth. The latest data for the employment of retail non–specialized stores was reported at 315,482 (See Figure 2.2) employees with an average payroll of RM1,356.25 per month (See Figure 2.3)¹⁴.

¹⁴ Quarterly Survey of Distributive Trades, Department of Statistics Malaysia (DOS) 2018

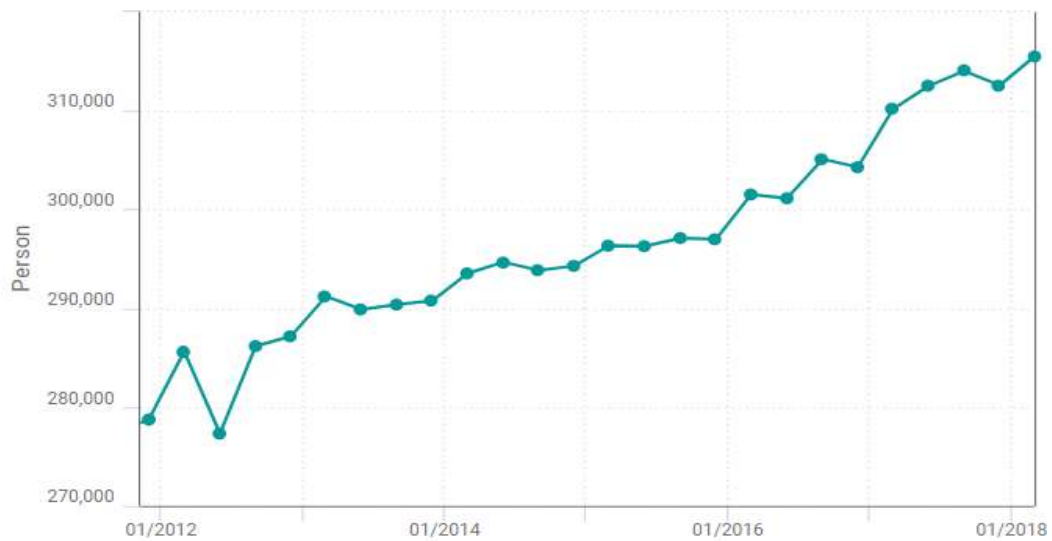


Figure 2.2: Latest Employment of Malaysian Retail Non – specialized Stores Sector

Based on Figure 2.2 the data was reported as at March 2018 whereby this records an increase from the previous number of 312,552 of employment for December 2017. The data reached an all-time high of 315,482 employment as at March 2018 and a record low of 273,986 as at June 2012.

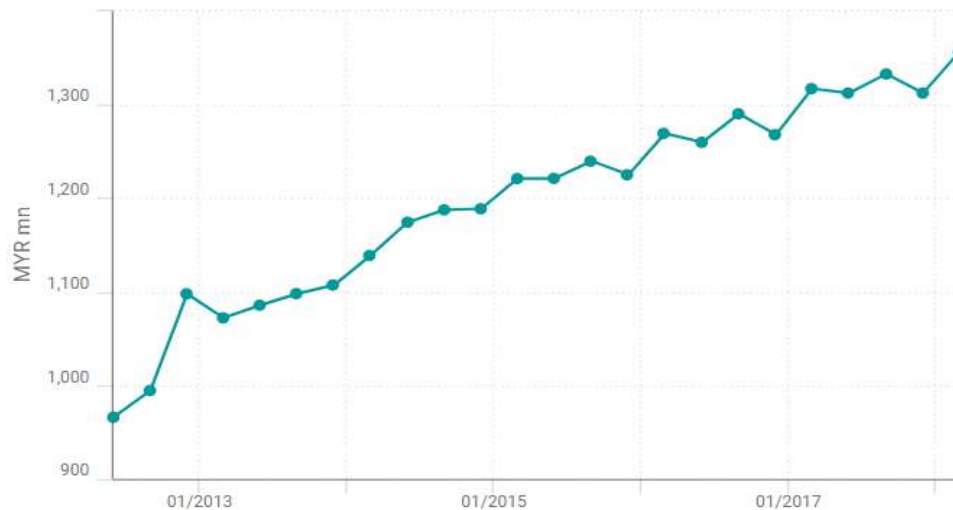


Figure 2.3: Latest Payroll of Malaysian Retail Non – specialized Stores Sector

According to Figure 2.3, the data was reported as at March 2018 whereby this records an increase from the previous number of RM1,312 for December 2017. According to Bernama

News (2013) an approximately half million of new jobs for the non – specialized stores and to fill the number of jobs this retail sector will create, there must be a sufficient talent pool with retail skills, knowledge and experience. There is a need to increase the availability of qualified workers to fill the expected increase in the number of management and professional roles. There is also a need to increase the availability of frontline staff in order to support the expected increase in the number of retail outlets, especially in the non–specialized retail stores.

2.6.3 Relevancy of Industry IR 4.0 vs Retail Industry

Today retail environment is marked by huge changes in technology, consumer preferences, sales channels, and marketing approaches, barriers to entry and supply chain and logistics strategies. Indeed, it all fits under the umbrella of Industry 4.0. A German government memo released way back in 2013 was one of the first times that ‘Industry 4.0’ was mentioned¹⁵. Industry 4.0 is a natural outgrowth of the third industrial revolution that fully transformed the nature of commerce with an array of computerisation and IT advances.

It was a period of big changes for retail companies as the consumer wants a seamless, fast, efficient shopping experience and who is looking for products that are more personalised than ever before (See Figure 2.4). For example, one grocery chain uses integrated multichannel offerings to combine online and offline shopping. The customers switch easily between channels; the store and its online and smartphone counterparts have the same look and feel. This hybrid business model adds revenue and builds customer loyalty through *click and collect* and *scan and shop*.

¹⁵ SME Bank Bizpulse Issue 17 July – August 2017, Embracing Industry 4.0 p2

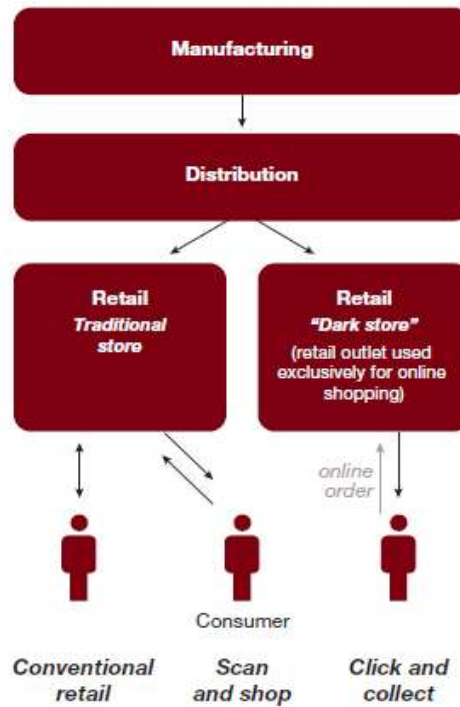


Figure 2.4: Sample of Multichannel Offerings Business Model

The *click and collect* made the customers to order online and then pick up their items at easy – to – reach locations. As for *scan and shop* the customer's scan product codes with their smartphones in the store and the goods are collected and delivered to their home and they pay through their online account. According to Arvind Ravishunkar the Director of Strategy and Research, Radius Innovation and Development in his article for Jabil mentioned that by the year 2020 the *click and collect* shopping revenue is estimated at USD6.6 billion. For retailers, these preferences can be addressed through multichannel offerings, a combination of an online and physical outlet shopping experience with channels that customers can switch between with ease, depending on their schedule or preferences on any given day. In a multichannel environment, enhanced product tracking and transparency lead to improved customers services.

The changes arising from the digital revolution in the production and value creation process are radical and pose a real challenge to SMEs in Malaysia especially for the retail trade industry. The SMEs are the one of the main contributions of the Malaysian economy with 36.3 % of the overall GDP and employing close to 70% of the total workforce in the country. SMEs account for

the majority of business establishments in Malaysia and a large chunk of advanced technology will be driven by them. However, the reality is rather far from desired. According to the MPC, ICT adoption among SMEs in this country is a mere 10%. This contrast to other developed countries like Germany and Japan where the adoption stands at 50%. In order to stay competitive, SMEs have no choice but to embrace intelligent production and include more Industry 4.0 elements into their operations. The advantage of adopting this technology is increased productivity and in a 2016 survey from Price Waterhouse Copper (PWC), companies who are implementing Industry 4.0 solutions expected more than 38% higher productivity over the next five (5) years. Therefore, the employees of SMEs need to acquire different or an all-new set of skills and competencies to advance the country's economic transformation agenda in embracing Industry 4.0.

2.6.4 Challenges and Issues of Non – SpecializedStores in Malaysia

Retailing is a business activity which has been long practiced from small business entities to large business entities with the concept of selling goods to end users. In addition, this was associated with activities relating to the sale of goods and services to end users such as private, family and more. However, the retail market structure in Malaysia had changed considerably. The retail landscape in this country began with traditional grocery stores, mini markets, night markets and wet markets. Due to urbanization, demand and changes in lifestyle, modern retail sectors gained attention among consumers. This can be seen through the increasing number of the modern grocery store, supermarket, convenience store, departmental store, superstore and hypermarket. A total of four (4) themes were identified as the challenges and issues of non–specialized stores in Malaysia from the consumers' point of view.

- **Halal Guaranteed**

The majority of consumers in Malaysia are Muslims. Muslims have to follow a set of dietary laws intended to advance their well being. Under these special dietary laws, Muslims are prohibited from the consumption of alcohol, pork, blood and dead meat. They are only allowed to consume or use halal items. Several issues of halal food production in Malaysia have raised concerns among Muslim consumers. There is such a case that a chicken meat and a pork meat were found stored together in some supermarkets, hypermarket and grocery stores. The introduction of a halal logo by the Malaysian Department of Islamic Development (JAKIM) has provided a

formal means of quality assurance for Muslim consumers. The halal logo attached to pre-packs of beef and chicken may provide a significant advantage compared to vendors from traditional markets that do not have halal certification. However, consumers, especially the elderly, are less likely to buy meat from supermarkets or hypermarkets because they lack confidence and still prefer to buy meat from their preferred butcher because they have a doubt with the halal system in the country.

- **Good Relationship with Retailers**

Traditional markets constitute a place not only to purchase goods but also provide a place for meeting acquaintances. Traditional markets are perceived as a place to foster social relationships. The importance of personal interaction between traditional retailers and customers eventually develops customer loyalty as consumers continue to purchase from the same retailers. Customers are more loyal to a store which offers warm and friendly service. Retailers in traditional markets often give feedback to customers who are looking for quality products. Factors such as the ability to truthfully answer customers' questions, giving regular customers individual attention and retailers' knowledge of their product attracts customers to shop from a particular retail outlet. The social environment in traditional markets provides a leisurely experience for consumers which cannot be experienced when shopping at supermarkets or hypermarkets. Furthermore, there are no channels for immediate feedback for customers who shop from modern retail outlets.

- **Good Quality**

Consumers are becoming more demanding of quality when there is an increase in income. They are willing to pay more to purchase quality product they demand. With more consumers having higher education and being more practical they are concerned on quality, followed by price when purchasing grocery items. Previously, consumers were more concerned about low prices. Currently, consumers have shifted their focus towards quality and gaining better value for money. For example, the fresh meat available from traditional markets was of higher quality compared to that available from supermarkets and hypermarkets. The quality and freshness of fresh produce was the most important reason why they shopped at traditional markets. Several consumers purchased meat solely from their preferred butcher, as they perceived it to be better quality than the meat sold at supermarkets or hypermarkets.

- **Workforce**

Currently, the minimum wage in East Malaysia is RM920 and RM1,000 for West Malaysia¹⁶. This is because the minimum wage is standardised to the whole West and East Malaysia. Furthermore, the cost of living on the other hands varies throughout states whereby some workers earn a certain amount in the city may find it harder to survive as compared to someone in the rural areas. It is difficult to retain the workers due to an unstructured career path with long promotion time and low average pay. The retail sector especially to those who are involved in the non – specialized stores perceived as unglamorous with long working hours, shift work and tough work.

2.7 List of NOSS Relevant to MSIC

The supermarket, convenience store, department store and hypermarket sectors of the Retail Industry is listed under **Section G: Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles, Division G47: Retail Trade, Except of Motor Vehicles and Motorcycles** and **Group G471: Retail Sale in Non – Specialized Stores** according to Malaysia Standard Industry Classification (MSIC 2008) guidelines. Presently, the DSD has developed 9 NOSS for Wholesale and Retail Trade sectors under **Distributive Trade** sections and 1 NOSS for Section G under the Division of G47 and Group G471 of the NOSS registry. The existing NOSS are shown in Table 2.7:

Table 2.7: List of NOSS Developed Under Distributive Trade and Relevant MSIC¹⁷

| JOB AREA | LEVEL 5 | LEVEL 4 | LEVEL 3 | LEVEL 2 | LEVEL 1 |
|------------------|------------------|------------------|---|----------|----------|
| HQ Operation | No Level | No Level | Retail Merchandising Operations DT-014-3:2014 | No Level | No Level |
| Branch Operation | Retail Operation | Retail Operation | Retail Operation (Department) | No Level | No Level |

¹⁶ The Star, 31st July 2018

¹⁷ National Occupational Skills Standard (NOSS) Registry 7th Mei 2018

| JOB AREA | LEVEL 5 | LEVEL 4 | LEVEL 3 | LEVEL 2 | LEVEL 1 |
|------------------------------|--|--|---|--|----------|
| | Management DT-010-5:2014 | (Division) DT-010-4:2014 | DT-010-3:2014 | | |
| Outlet Operation | No Level | No Level | Retail Outlet Operation G471-001-3:2018 | No Level | No Level |
| Meat, Poultry and Seafood | No Level | No Level | Retail Butchering Operations DT-013-3:2014 | No Level | No Level |
| Fruits and Vegetable | No Level | No Level | Fruit and Vegetable Retail Operations DT-015-3:2016 | No Level | No Level |
| Sale | Sales Operation DT-020-5:2011 | Sales Operation DT-020-4:2011 | Sales Operation DT-020-3:2011 | Sales Operation DT-020-2:2011 | N/A |
| Purchasing | No Level | No Level | Purchasing Operation (Wholesale) DT-021-3:2012 | No Level | No Level |

2.8 Chapter Conclusion

Like 2016, the Malaysia retail of non – specialized stores valued at RM134.1 billion¹⁸ with more than 1000 stores of hypermarkets, superstores, supermarkets, convenience and department stores operated either by local or foreign companies. Thus, the emerging of these stores has created an approximately 315,482 employment across the nation and the number is increasing yearly. Nevertheless, the retail of non – specialized stores need for highly competence of the workforce in beneficial for the organisation to achieve their financial goals. However, there are only three (3) NOSS that related to the non – specialized stores group which are the Retail Outlet Operation L3, Retail Butchering Operation L3 and Fruit and Vegetable Retail Operations L3. It is, therefore this group requires numerous of NOSS to support the career advancement of 315, 482 employees from this sector.

¹⁸ Quarterly Survey of Distributive Trades, Department of Statistics Malaysia (DOS) 2017

CHAPTER 3: METHODOLOGY

3.1 Chapter Introduction

This chapter provides information on the research methods of the occupational framework study. It also includes the process used to collect information and the data to initialize more information on the retail of non – specialized store. The focus group discussion and survey were used as the data collection method to determine the job title, skills in demand, hierarchy structure, occupational description, occupational structure and critical job of the retail of non – specialized store Occupational Framework.

3.2 Overall Approach

Qualitative analysis is the method that was selected for developing the retail of non – specialized store Occupational Framework. It is designed to reveal the target audience's range of behavior and the perceptions that drive it with reference to specific topics or issues. A focus group discussion that consisted of industry experts were engaged to answers of what, where, when, who, why and how in order to identify the job title, skills in demand, hierarchy structure, occupational description, occupational structure and critical job throughout the development process of the Occupational Framework. A close-ended type of questionnaire was used as a survey instrument to determine the job title, skills in demand, critical job and future jobs prospect among the respondents from the retail field of non – specialized store.

3.2.1 Document Analysis

Document analysis is the literature review on the retail industry of non – specialized store was carried out to get insights into the industry in the context of the Malaysian scenario. The scope covered under this literature review includes key stakeholders, government legislation, industry intelligence challenges of non – specialized stores in Malaysia. The literature review was based on Department of Skills Development (DSD) format whereby the purpose of a review is to analyse critically a published of knowledge through summary, classification and comparison of prior research studies and theoretical articles such as journals, retail experts' views, government regulations and interventions, news etc. Importantly the data that is used to develop the

literature review has to be based on the MSIC classification. The outcomes from industry profiling according to the MISC classification provides the literature review with the relevant key stakeholders, government policies, the growth of retail industry in the non – specialized sectors, current and future employment status; the challenges of this sector and the relevancy of Industry 4.0 against the retail industry particularly the non – specialized stores.

3.2.2 Focus Group Discussion

Panel of experts from the retail of non – specialized stores were identified and engaged to gather information regarding their current hierarchy structure in the form of organisation charts, job titles, occupational description, skills in demand, future jobs prospect and critical area. The discussions among the panel of experts were conducted during the first session of the Occupational Framework development workshop. During the discussions, the panel of experts presented their organisation charts to identify job titles that are available in their company. The results from the discussion showed that more than 100 job titles were identified in the retail of non – specialized stores with approximately 53 critical job titles and 15 new jobs prospects to handle the Industry 4.0 phenomena. Furthermore, according to them the main challenge that the non – specialized stores is facing is to retain their staff especially those from operation to executive levels.

i. Data Analysis

The significant data and information from the discussion session were collected and determined according to MSIC to identify the following:

- a) Job areas
- b) Occupational groups of the sub-sectors
- c) Job title
- d) Future job prospect
- e) Critical job
- f) Hierarchy structure (Level 1 – 8) and
- g) Occupational Description

3.2.3 Survey

The rationale of carrying out the survey is to gather data and feedback from the target respondents consisted of representatives from the relevant key players from the non – specialized stores. The questionnaire was used as an instrument for the purpose of gathering information from respondents. The purpose of this survey is to identify the retail of non – specialized stores framework occupational division, groups, areas and job titles.

i. Designing of the Questionnaire

The questionnaire consists of various open-ended questions and it is divided into 5 sections. The first section is on the respondents' demographic background such as age group, the highest level of education, years of experience, current position in the company and areas of expertise in the retail trade industry.

As for the second section, it is on the respondents' company's business profile such as the type of business entity, number of branches or outlets available, future plan of new branches or outlets opening, number of employees, number of product ranges available in particular retail outlets or branches and involvement in e-commerce sales. The involvement of e-commerce sales is important to determine whether the company has started to implement and accept Industry 4.0 as one of their mode businesses or vice versa.

The third section of the questionnaire is on the retention and retention difficulties. In this section, the respondents have to determine the job titles that are available in their company and which occupation is the most difficult to retain. The answers have to be specific so the researcher can identify it clearly. The respondents can choose more than one (1) answer on questions pertaining to the difficulties in retaining the staff and the consequences to the company.

The fourth section of the questionnaire is on recruitment and recruitment difficulties such as jobs that are currently available and which job titles are hard to fill. The answers also have to specific so it is easy for the researcher to identify it. Furthermore, the respondents can determine the causes that are hard to fill in those vacancies, the skills gap and consequences to the company.

The final section of the questionnaire is on the future job prospect of the company. The respondents can determine whether there is any future job prospect based on levels and job titles. The job titles have to be indicated clearly so the researcher can have a fair idea of the job. Other than future job prospect, the respondents have to determine the skills gap of the respective job and the consequences if the future job prospect is unavailable in the company.

ii. Pilot Test

The pilot test of the designed questionnaire was carried out during the first session of the occupational framework development. Eight (8) panel of experts participated in the test. They took approximately ten (10) minutes to answer all of the questions. However, most of them did not give a specific answer on the job titles and furthermore it was hard to understand their handwriting. Therefore, it has been decided to use multiple choice of answers for Question 14, 18, 19 and 26. Question 12 was removed as it was not practical to determine the job titles available in the questionnaire because of time constraint. According to the panel of experts, the questions are easy for them to answer except for Question 12, 14, 18, 19 and 26. As a result, the pilot test helps in fine – tuning to ensure the questionnaire to be more reliable and it provides an opportunity to validate the wording of the tasks and understands the time necessary for the session.

iii. Target Respondent

The target respondents for Occupational Framework of retail non–specialized stores are the General Managers, Head of Departments and Managers from convenience, departmental, supermarket and hypermarket stores and it is shown in Table 3.1.

Table 3.1: Target Number of Non–Specialized Stores Respondents

| RESPONDENTS | GENERAL MANAGER | HEAD OF DEPARTMENT | MANAGER | TOTAL |
|---------------------------------------|--------------------|-----------------------|---------|-------|
| 7 – Eleven Malaysia Sdn Bhd | 1 | 1 | 1 | 3 |
| 99 Speed Mart Sdn Bhd | 1 | 1 | 1 | 3 |
| Aeon Big (M) Sdn Bhd | 1 | 1 | 1 | 3 |
| Aeon Co (M) Bhd | 1 | 1 | 1 | 3 |
| Big Supermart Sdn Bhd | 1 | 1 | 1 | 3 |
| Econsave Cash & Carry Sdn Bhd | 1 | 1 | 1 | 3 |
| G – Mart Borneo Retail Sdn Bhd | 1 | 1 | 1 | 3 |
| Gama Supermarket & Departmental Store | 1 | 1 | 1 | 3 |

| RESPONDENTS | GENERAL MANAGER | HEAD OF DEPARTMENT | MANAGER | TOTAL |
|---|--------------------|-----------------------|-----------|-----------|
| Sdn Bhd | | | | |
| GCH Retail (Malaysia) Sdn Bhd – Retail Division | 1 | 1 | 1 | 3 |
| ICJ Department Store (M) Sdn Bhd | 1 | 1 | 1 | 3 |
| Lulu Group Retail Sdn Bhd | 1 | 1 | 1 | 3 |
| Metrojaya Berhad | 1 | 1 | 1 | 3 |
| Mydin Mohamed Holdings Bhd | 1 | 1 | 1 | 3 |
| Parkson Corporation Sdn Bhd | 1 | 1 | 1 | 3 |
| Robinson & Co (Malaya) Sdn Bhd | 1 | 1 | 1 | 3 |
| Servay Hypermarket (Sabah) Sdn Bhd | 1 | 1 | 1 | 3 |
| Sogo (KL) Department Store Sdn Bhd | 1 | 1 | 1 | 3 |
| Sunshine Wholesale Mart Sdn Bhd | 1 | 1 | 1 | 3 |
| Tesco Stores (Malaysia) Sdn Bhd | 1 | 1 | 1 | 3 |
| The Store Corporation Berhad | 1 | 1 | 1 | 3 |
| Trendcell Sdn Bhd (Jaya Grocer) | 1 | 1 | 1 | 3 |
| UO Superstore Sdn Bhd | 1 | 1 | 1 | 3 |
| TOTAL NUMBER OF RESPONDENT | 22 | 22 | 22 | 66 |

Based on the table above, the General Manager is selected so he or she can determine the difficulties of retaining and recruiting, skills gaps and future jobs prospect of Head of Department. It is the same as the Head of Department whereby he or she can determine the difficulties of retaining and recruiting, skills gaps and future jobs for the managers. As for the manager, he or she does not only need to determine the difficulties in retaining and recruiting of the executive but it also covers the supervisor and sales associates as well.

iv. Distribution of Questionnaire

The questionnaire was distributed using online survey via Google forms because it is the fastest way of collecting data from the target respondents as compared to other survey methods such as paper – and – pencil method and personal interviews.

v. Data Analysis

The results of the online survey are ready to be analysed at any time because they can be viewed in real time to create graphs for report findings, export data for further analysis and the results can be shared and discussed during the second sessions of the Occupational Framework development workshop. Basically, the findings from the online survey were analysed according to the descriptive method in order to identify the following:

- a) Job title
- b) Skills gaps
- c) Critical job
- d) Consequences to companies

3.3 Development of Occupational Structure (OS)

The Occupational Structure will be developed based on the following processes:

a) Identification of industry scope and boundaries with other industries

The identification of the industry scope is important so that when identifying the relevant sub-sectors and areas under the industry, it will define the segmentation of the particular industry to other relevant industries. This will eliminate the possibility of duplication between common areas. The rule of thumb is to avoid taking into account the organisation chart as this will include many other industries such as marketing, administration, human resources and public relations. These areas are common across various industries and have a different set of skill sets. Grouping based on similar skill set in terms of technical abilities is a determining factor. The MSIC and existing Occupational Structures in the DSD NOSS Registry are also used as a point of reference.

b) Identification of sub-sector / area / sub-area

The coverage of a sub-sector should be able to accommodate a number of areas and sub-areas where applicable. Sub-sectors are identified as being components of an industry and can be clustered in terms of classification, segmentation or process driven.

c) Identification of job titles

In order to identify job titles, it is important to obtain consensus from expert panel members that the job title is common between organisations either Small Medium Enterprise (SME) or Corporate and is easily accepted by practitioners in the industry.

d) Leveling of job titles

Leveling of a job title is done based on the level of competency required to be deemed competent at a specific designation. The level descriptors are used as a reference when determining the different levels relevant to a specific job title.

3.4 Development of Job Description (JD)

The Job Description (JD) is the detailed description of the main job scope of the job title. The JD is developed using a combination of brainstorming sessions with panel members and then the Job Descriptions would be compared to other available descriptions for the same job title. Below are the main steps in producing JD for the respective job titles:

- i) Determine the main areas and sub-areas in the sub-sector
- ii) Identify the job titles; and
- iii) Identify the job scope.

The application of Malaysia Standard Classification of Occupations (MASCO) was referred to identify the major groups for occupations and the format of developing occupational descriptions of retail of non – specialized stores. MASCO is a national benchmark for the classification of occupations in the employment structure which is prepared by the Ministry of Human Resources, Malaysia (MoHR). MASCO has been developed in accordance with International Standard Classification of Occupations (ISCO), published by the International Labour Organization, Geneva as a reference to both the public and private sectors in planning development strategies in accordance with international standards. To describe the Occupational Description clearly, the statement must consist of a **Verb**, **Object** and **Qualifier**. The rationale for determining the description attributes is to facilitate NOSS development, especially in job and competency analysis.

3.5 Chapter Conclusion

This chapter has elaborated on the methodology that was used in the process of retail non–specialized stores Occupational Framework development which was through literature review and focus group discussion to determine the Occupational Structure and Job Description.

CHAPTER 4 : FINDINGS

4.1 Chapter Introduction

This chapter discusses the findings obtained for Retail Sale of Non-Specialized Store. Additionally, it described the comparative analysis by comparing the output of this study with the existing Occupational Analysis (OA) of the retail sector. It also includes the outcome of surveys and questionnaire analysis by providing tables and graphs in order to simplify the findings that summarized the collective reactions of the respondents. Moreover, this chapter includes the table of job responsible versus NOSS Level, the table of occupational structures according to the MSIC requirement, mapping of the occupational structure against NOSS available and detailed descriptions of the Job Titles which were identified by the panel of experts. In the final part of this chapter, the skills in-demands on shortages of a skilled workforce, skills gaps and emerging skills needed were attained based on the current scenario of retail sale in non-specialized stores in Malaysia.

4.2 Comparative Study Analysis

The present Occupational Analysis (OA) and Occupational Structure are reviewed and analysed in order to develop the new Occupational Framework and as for this section, it also consists of the findings of comparing the existing OA which was established in 2008 against the identified group and area under the retail sale in non-specialized stores. The comparison of the existing OA and latest identification of group and area of retail sale in non-specialized stores is presented in Table 4.1 below.

Table 4.1: Comparison between existing OA and latest Group and Area of Retail Sale in Non-Specialized Stores

| SUB SECTOR | LEVEL | | | | | | | | NO. OF JOB TITLES IDENTIFIED |
|-------------------------------------|-------|---|---|---|---|---|---|---|------------------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | |
| Retail | - | 1 | 1 | 2 | 2 | 1 | 1 | - | 8 |
| NO. OF JOB TITLES IDENTIFIED | - | 1 | 1 | 2 | 2 | 1 | 1 | - | 8 |

| GROUP | AREA | LEVEL | | | | | | | | NO. OF JOB TITLES IDENTIFIED |
|---|---------------|-------|---|----|----|----|---|---|---|------------------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | |
| Supermarket Convenience Store Department Store Hypermarket | Operations | - | 1 | 7 | 8 | 8 | 2 | 1 | 1 | 28 |
| | Merchandise | - | - | 6 | 6 | 6 | 1 | 1 | 1 | 21 |
| | Store Support | - | 4 | 6 | 6 | 6 | 6 | 1 | 1 | 30 |
| | Halal | - | 1 | 7 | 7 | 8 | - | - | - | 23 |
| | E-Commerce | - | - | 5 | 5 | 5 | - | - | - | 15 |
| NO. OF JOB TITLES IDENTIFIED | | - | 6 | 31 | 32 | 33 | 9 | 3 | 3 | 117 |

With reference to the table above, there are major differences between the existing OA and latest group and area of retail sale in non-specialized stores. The sectors in the existing OA not only include the retail sector but also consist of other sectors such as Direct Selling, Motor Vehicles, Accounting, Restaurant & Catering and Logistic (refer to Figure 1.1: Job Area in Distributive Trade Services). Previously, there are only 8 jobs titles in the existing OA as compared to 117 jobs titles based on the latest identification on the group and area in the retail sale of non-specialized stores.

Furthermore, the existing OA on retail was general as compared to the latest identification of the group and area that are according to the MSIC requirements. The subject matter of experts has divided the group of retail sale in non-specialized stores into:

- Supermarket
- Convenience Store
- Department Store
- Hypermarket

In order to develop the retail sale in non-specialized stores Occupational Framework, the existing Occupational Structure 2008 Edition was referred and compared. The existing Occupational Structure of retail sector is presented in Table 4.2.

Table 4.2: Retail Sector Occupational Structure

| LEVEL | RETAIL | |
|-------|----------------------------|---------------------|
| | RETAILING (OUTLET) | MARKETING |
| L8 | N/A | |
| L7 | MANAGING DIRECTOR – RETAIL | |
| L6 | REGIONAL MANAGER – RETAIL | |
| L5 | RETAIL MANAGER | MARKETING MANAGER |
| L4 | RETAIL EXECUTIVE | MARKETING EXECUTIVE |
| L3 | RETAIL SUPERVISOR | N/A |
| L2 | SHOPKEEPER | N/A |
| L1 | N/A | N/A |

The existing Occupational Structure above has to be reclassified in accordance with the latest MSIC from Retail to Retail Trade, Except of Motor Vehicles and Motorcycles. The group and areas were reclassified (See Table 4.1) and total of five (5) new areas were identified. The addition of these areas was determined according to the relevance of the current trends of the business unit in the particular sector. The latest group and areas of retail in non-specialized stores were illustrated in the Occupational Structure section of this chapter. Therefore, the identification of group and area of retail sale in non-specialized stores and the comparison of the existing Occupational Structure of the retail sector explain the differences with the existing OA.

4.3 Surveys and Questionnaire Analysis

The purpose of the survey and questionnaires is to identify critical job titles, skills in demand and future job prospects of retail sale in non-specialized stores in order to meet the customers and suppliers' requirements, local authorities' guidelines and changes in technologies. 47 respondents from various supermarkets and hypermarket chains, department and convenience stores throughout Malaysia completed the survey according to the sections of the questionnaire. The survey is classified into five (5) sections, namely:

- Section 1: Respondent Profile
- Section 2: Business Profile
- Section 3: Retention and Retention Difficulties
- Section 4: Recruitment and Recruitment Difficulties
- Section 5: Future Job Prospects

4.3.1 Respondent Profile

The first section of the questionnaire covered the respondents' age, level of education, years of experience in the retail trade industry, current position in the organisation and area of expertise. The results of the first section are presented in Table 4.3.

Table 4.3: Respondents' Profile Results

| RESPONDENT PROFILE | | FREQUENCY | PERCENTAGE |
|--------------------|---|-----------|------------|
| Age | Below 30 years old | 1 | 2% |
| | 31 – 35 | 6 | 13% |
| | 36 – 40 | 15 | 32% |
| | 41 – 45 | 9 | 19% |
| | 46 – 49 | 4 | 9% |
| | Above 50 years old | 12 | 26% |
| Level of Education | Less than high school | 1 | 2% |
| | High school certificate | 10 | 21% |
| | Diploma | 12 | 26% |
| | Bachelor Degree | 18 | 38% |
| | Master Degree | 6 | 13% |
| | Doctoral Degree | - | - |
| Experience | Professional Degree | - | - |
| | Less than 5 years | 2 | 4% |
| | 6 – 10 | 6 | 13% |
| | 11 – 14 | 9 | 19% |
| Current Position | More than 15 years | 30 | 64% |
| | CEO / CFO / President | - | - |
| | General Manager / Regional Manager / Vice President | 8 | 17% |
| | Head of Department | 7 | 15% |
| | Manager | 28 | 60% |
| | Executive | 3 | 6% |
| Area of Expertise | Other | 1 | 2% |
| | Merchandise | 9 | 11% |
| | Store Operations | 36 | 45% |
| | Human Resources | 16 | 20% |
| | Customer Relationships | 11 | 14% |
| | Sales / Marketing / Advertising / Promotion | 8 | 10% |
| | Other | - | - |

From the table above, Section 1 of this questionnaire summarized that 32% of the respondents who completed the survey are aged between 36 to 40 years old. Out of 47 respondents, 38% of them are Bachelor Degree holders. Majority of the respondents (64%) who are involved in the Retail Sale of Non-Specialized Stores had more than 15 years of experience. 60% of the respondents' current positions are managers with 45% of them from the store operations background.

4.3.2 Business Profile

This section of questionnaire surveys on the current situation of non-specialized stores in term of type of business entities, number of branches and outlets available, number of new branches or outlets plan to be opened within 3 to 5 years, number of existing staff and involvement of companies in the e-commerce businesses. The results of the second section are presented in the form of tables and charts.

Table 4.4: Type of Respondents' Business Entity

| TYPE OF BUSINESS ENTITY | PERCENTAGE |
|-------------------------|------------|
| Department Stores | 33% |
| Hypermarket | 28% |
| Supermarket | 25% |
| Mini Market | 7% |
| Convenience Stores | 7% |

Table 4.4 presents the percentage distribution for the type of respondents' business entity. The table shows that the majority type of the respondents' business entities are Department Store and the percentage is distributed to 33% Department Stores, 28% Hypermarket, 25% Supermarket and 7% each to Mini Market and Convenience Stores.

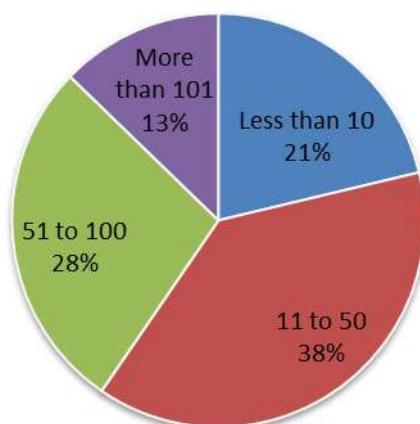


Chart 4.1: Number of Branches and Outlets Available

Chart 4.1 shows the number of branches and outlets available that the respondents' employers owned. The chart shows that 38% of the respondents' employers owned between 11 to 50 branches and outlets. The lowest percentage goes to the respondents' employers who owned more than 101 branches and outlets and comprises 13% out of 47 respondents surveyed.

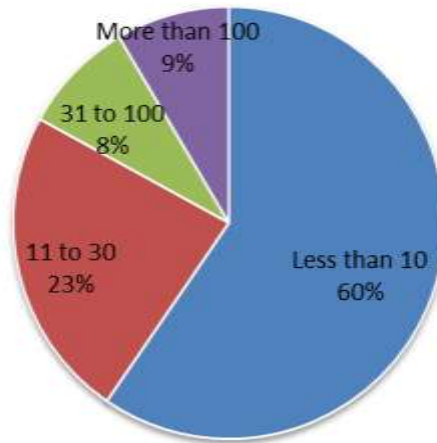


Chart 4.2: Number of New Branches and Outlets Plan to Open

Chart 4.2 represents the respondents' employers who plan to open new branches and outlets within 3 to 5 years time. Majority (60%) of the respondents' replied that their employers plan to open less than 10 branches and outlets, 23% plan to open between 11 to 30 and 8% of the employers plan to open between 31 to 100 of new branches and outlets throughout the country. Surprisingly, 9% of the respondents revealed that their employers plan to open more than 100 new branches and outlets in 3 to 5 years down the line. The up-and-coming of new branches and outlets create thousands of new jobs and it is therefore in line with Bernama News (2013) statements in the Literature Review chapter (See page 26, 2nd paragraphs).

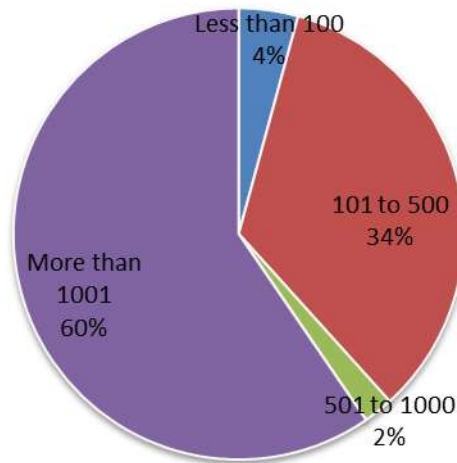


Chart 4.3: Numbers of Staff Available

Chart 4.3 shows the majority (60%) of the respondents replied that their companies have more than 1000 employees, 34% between 101 to 500 employees, 4% less than 100 employees and remaining 2% between 501 to 1000 employees.

Table 4.5: E-Commerce Sales

| E-COMMERCE SALES | PERCENTAGE |
|------------------|------------|
| Yes | 60% |
| No | 32% |
| Maybe | 9% |

Table 4.5 shows the involvement of non-specialized stores in the e-commerce business and it is found that 60% of them have their own websites or apps in order to receive orders from their customers. 32% of them still have not conducted any sales transaction from neither websites nor apps. Only 9% of the respondents replied that maybe their companies are involved in the transaction of sales via the website or apps. The average monthly sales of their e-commerce business are presented in Chart 4.4.



Chart 4.4: Average Monthly Sales of E-Commerce Business

According to Chart 4.4, almost half (39%) of the respondents replied that their average monthly sales of e-commerce business is more than RM150,000, 32% is between RM50,001 to RM100,000, 15% is less than RM50,000 and 14% is between RM100,001 to RM500,000. Thus, the emerging of e-commerce business in the retail sale of non-specialized stores is the outcomes of the changes in technology and customers preferences and it is in accordance with the statement in the Literature Review (See page 31, paragraph 13) that to be competitive in a challenging market a company has to embrace Industry 4.0 elements in the business operations.

4.3.3 Retention and Retention Difficulties

In this section, the respondents were asked on their difficulties in retaining the staff according to job levels. In addition, they were also asked to identify the main reason that made them difficult to retain staff and the consequences if the staff is not retained in the company. Their responses toward the difficulties for them to get their staff retained are shown in the form of tables and charts.

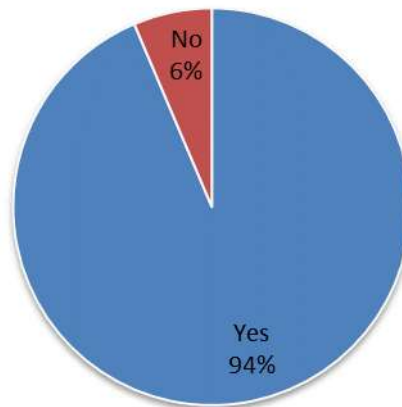


Chart 4.5: Difficulties in Retaining the Staff

Chart 4.5 shows that majority (94%) of the respondents had difficulties in retaining their owned staff and only 6% of the respondents did not have the difficulties to retain the staff.

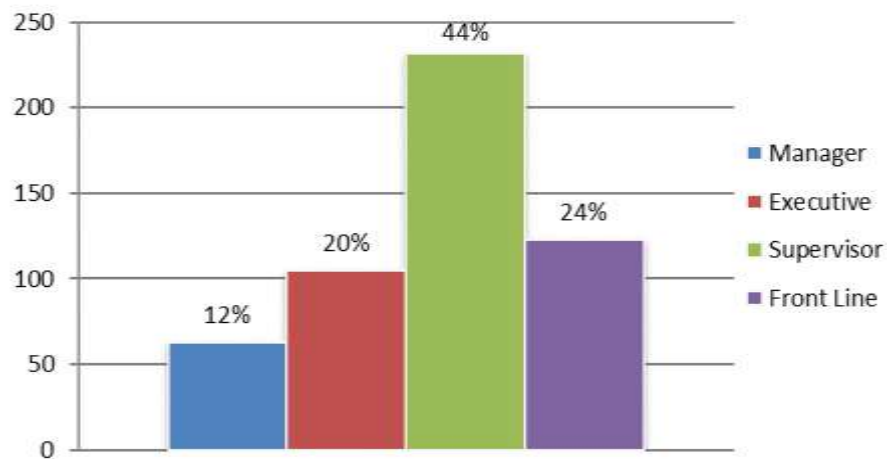


Chart 4.6: Difficulties of Job Position to Retain

According to Chart 4.6, almost half (44%) of the respondents revealed that the supervisory level is the most difficult job position for them to retain and followed by the front line (24%), executive (20%) and managerial levels (12%). The main reasons that the respondents are having difficulties to retain these job positions are presented in Table 4.6.

Table 4.6: Reason for Having Difficulties to Retain Staff

| REASONS | PERCENTAGE |
|---|------------|
| Wages offered are lower than those offered by other organisations | 43% |
| Not enough people interested in doing these types of works | 21% |
| Long hours | 19% |
| Staff don't want long term commitment | 9% |
| Unattractive conditions of employment | 4% |
| Geographic location of the site | 2% |
| Service oriented job | 2% |

Table 4.6 clearly shows almost half (43%) of the respondents replied that the main reason which causes them for having difficulties to retain their staff is the wages offered are lower than those offered by other organisations. 21% of the respondents replied that they are facing difficulties to retain the staff because not enough people are interested in doing these types of works especially in the retail sale of non-specialized sector. Other reasons for having the difficulties to retain the staff are long hours (19%), staff don't want long term commitment (9%), unattractive conditions of employment (4%), geographic location of the site (2%) and service-oriented job (2%). For this reason, it is in accordance with the Literature Review (See page 35, paragraph 16) that stated to retain the workers in the retail trade industry are difficult due to low average pay, unstructured career path and long working hours.

Not to mention, there are consequences when the staff of these job positions are not retained in the companies. These consequences are shown in Table 4.7.

Table 4.7: Consequences of Not Retaining the Staff

| CONSEQUENCES | PERCENTAGE |
|--|------------|
| Increase workload for other staff | 21% |
| Have difficulties meeting customer services objectives | 15% |
| Have difficulties meeting quality standard | 13% |
| Lose business or orders to competitors | 13% |
| Experience increased operating cost | 9% |
| Delay developing new products or services | 7% |
| Have difficulties introducing new working practices | 5% |
| Have difficulties introducing new technologies | 4% |
| No impact at all | 1% |

Table 4.7 reveals that 21% of the respondents replied the consequences for not retaining the staff can increase the workload for other staff. 15% of the respondents replied they will have difficulties meeting customer services objectives when staff is not retained. Other consequences for not being able to retain the staff are having difficulties meeting quality standard (13%), lose business or orders to competitors (13%), experience increased

operating cost (9%), delay in developing of new products or services (7%), having difficulties to introduce new working practices (5%) and having difficulties to introduce new technologies. Only 1% of the respondents replied if the staff is not retainable, it has no impact to the organisation at all.

4.3.4 Recruitment and Recruitment Difficulties

As for this section, respondents were asked on their difficulties to recruit new staff on the job positions. The respondents were also asked regarding specific skills which they are having difficulties to obtain it from the applicants. Furthermore, in this part of this section the respondents have to identify which skills that they are having difficulties to find it for the respective job positions. In the later part of this section, the respondents were requested to identify the consequences to the company if they are having difficulties in recruiting staff for those positions. The findings for this section are presented in tables and charts to summarize the results.

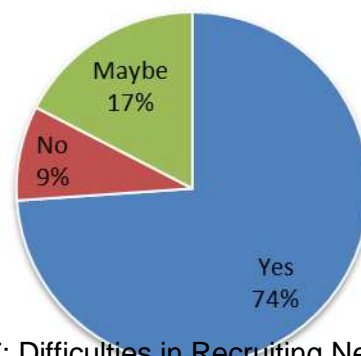


Chart 4.7: Difficulties in Recruiting New Staff

Chart 4.7 shows that majority (74%) of the respondents were having difficulties in recruiting new staff for specific positions and less than 10% of the respondents did not have that kind of difficulties in hiring new staff.

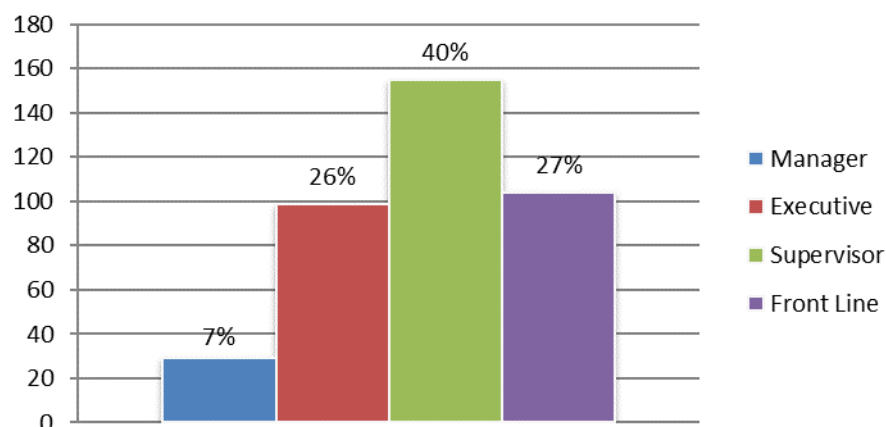


Chart 4.8: Difficult Job Position to Recruit

Chart 4.8 shows that almost half (40%) of the respondents replied that the supervisory level is the most difficult job position for them to recruit and followed by the front line (27%), executive (26%) and managerial levels (7%). The main reason that the respondents are having difficulties to recruit applicants for these job positions are depicted in Table 4.8.

Table 4.8: Reason for Having Difficulties to Recruit Staff

| REASONS | PERCENTAGE |
|---|------------|
| Job entails shift work / unsociable hours | 35% |
| Too much competition from other employers | 20% |
| Not enough people interested in doing these types of jobs | 17% |
| Poor career progression and lack of prospect | 11% |
| Low number of applicants with the required skills | 9% |
| Remote location or poor public transports | 3% |
| Seasonal work | 2% |
| No particular reasons | 2% |

Table 4.8 shows that 35% of the respondents replied that some of the jobs entail shift work or unsociable hours as the main reason they are having difficulties to recruit new staff. As for this reason, it is in accordance with the Literature Review (See page 35, paragraph 18) on the challenges and issues on the retail sector especially to those who are involved in the non – specialized stores which they perceived as unglamorous with long working hours, shift work and tough work. Other reasons which lead the respondents to have difficulties in recruiting new staff are too much competition from other employers (20%), not enough people interested in doing these types of jobs (17%), poor career progression and lack of prospect (11%), low number of applicants with the required skills (9%), seasonal work (2%) and no particular reasons (2%).

The skills that the respondents were having difficulty to obtain from the applicants and find for the respective positions are shown in the following tables.

Table 4.9: Difficulty of Skills to Obtain from the Applicant for the Managerial Position

| SKILLS | PERCENTAGE |
|---|------------|
| Solving complex problems requiring a solution specific to the situation | 31% |
| Specialist skills or knowledge needed to perform the role | 23% |
| Writing instructions, guidelines, manuals or reports | 18% |
| More complex numerical or statistical skills and understanding | 14% |
| Adapting to new equipment, materials or software | 8% |
| Advance IT skills | 5% |

From the table above, 31% of the respondents replied that solving complex problems requiring a solution specific to the situation is the skill which is difficult for them to obtain from the applicants who applied for the managerial position. Other skills which are difficult for the respondents to obtain from the applicants are specialist skills or knowledge needed to perform the role (23%), writing instructions, guidelines, manuals or reports (18%), complex numerical or statistical skills and understanding (14%), adapting to new equipment, materials or software (8%) and advance IT skills (5%). The skills which are difficult for the respondents to find for the managerial position are presented in Table 4.9.

Table 4.10: Difficulty of Skills to Find for the Managerial Position

| SKILLS | PERCENTAGE |
|----------------------------------|------------|
| Leadership skills | 29% |
| Planning and organisation skills | 19% |
| Strategic management skills | 17% |
| Advance IT or software skills | 14% |
| Problem solving skills | 14% |
| Team working skills | 5% |
| Customer handling skills | 2% |

Table 4.10 indicates 29% of the respondents replied that leadership skills are difficult for them to find from those who are in the managerial position. Other skills which are difficult for the respondents to find in the respective persons of the managerial position are planning and organisation skills (19%), strategic management skills (17%), advance IT or software skills (14%), problem solving skills (14%), team working skills (5%) and customer handling skills (2%).

Table 4.11: Difficulty of Skills to Obtain from the Applicant for the Executive Position

| SKILLS | PERCENTAGE |
|---|------------|
| Solving complex problems requiring a solution specific to the situation | 35% |
| Specialist skills or knowledge needed to perform the role | 22% |
| Writing instructions, guidelines, manuals or reports | 18% |
| More complex numerical or statistical skills and understanding | 14% |
| Adapting to new equipment, materials or software | 14% |
| Advance IT skills | 5% |

Table 4.11 shows 35% of the respondents replied that solving complex problems requiring a solution specific to the situation is the skill which is difficult for them to obtain from applicants who applied for the executive position. Other skills which are difficult for the respondents to obtain from the applicants are specialist skills or knowledge needed to perform the role (22%), writing instructions, guidelines, manuals or reports (18%), complex numerical or statistical skills and understanding (14%), adapting to new equipment, materials or software

(8%) and advance IT skills (5%). The skills which are difficult for the respondents to find for the executive position are presented in Table 4.12.

Table 4.12: Difficulty of Skills to Find for the Executive Position

| SKILLS | PERCENTAGE |
|----------------------------------|------------|
| Planning and organisation skills | 33% |
| Problem solving skills | 26% |
| Leadership skills | 17% |
| Strategic management skills | 12% |
| Customer handling skills | 5% |
| Team working skills | 5% |
| Advance IT or software skills | 2% |

Table 4.12 above shows 33% of the respondents replied that planning and organisation skills are difficult for them to find from those who are in the executive position. Other skills which are difficult for the respondents to find in the respective persons of the executive position are problem solving skills (26%), leadership skills (17%), strategic management skills (12%), customer handling skills (5%), team working skills (5%) and advance IT or software skills (2%).

Table 4.13: Difficulty of Skills to Obtain from the Applicant for the Supervisory Position

| SKILLS | PERCENTAGE |
|--|------------|
| Specialist skills or knowledge needed to perform the role | 30% |
| Reading and understanding instructions, guidelines, manuals or reports | 28% |
| Basic numeric skills and understanding | 16% |
| Adapting to new equipment, materials or software | 15% |
| Computer literacy | 10% |

According to the table above, 30% of the respondents replied that specialist skills or knowledge needed to perform the role is the skill which is difficult for them to obtain from applicants who applied for the supervisory position. Other skills that are difficult for the respondents to obtain from the applicants are reading and understanding instructions, guidelines, manuals or reports (28%); basic numeric skills and understanding (16%), adapting to new equipment, materials or software (15%); and computer literacy (10%). The skills which are difficult for the respondents to find for the supervisory position are depicted in Table 4.14.

Table 4.14: Difficulty of Skills to Find for the Supervisory Position

| SKILLS | PERCENTAGE |
|---|------------|
| Leadership skills | 35% |
| Technical, practical or job specific skills | 23% |
| Team working skills | 19% |
| Customer handling skills | 16% |
| Basic computer literacy / using IT | 2% |
| Numeric skills | 2% |
| Literacy skills | 2% |

Table 4.14 indicates 35% of the respondents replied that leadership skills are difficult for them to find from those who are in the supervisory position. Other skills which are difficult for the respondents to find in the respective persons of the supervisory position are technical, practical or job specific skills (23%); team working skills (19%), customer handling skills (16%), basic computer literacy or using of IT (2%), numeric skills (2%) and literacy skills (2%).

Table 4.15: Difficulty of Skills to Obtain from the Applicant for the Front-Line Position

| SKILLS | PERCENTAGE |
|--|------------|
| Reading and understanding instructions, guidelines, manuals or reports | 33% |
| Specialist skills or knowledge needed to perform the role | 27% |
| Basic numerical skills and understanding | 19% |
| Adapting to new equipment, materials or software | 15% |
| Computer literacy | 7% |

It can be seen from Table 4.15, 33% of the respondents replied that reading and understanding of instructions, guidelines, manuals or reports are the skills which are difficult for them to obtain from applicants who applied for the front-line position. Other skills that are difficult for the respondents to obtain from the applicants are specialist skills or knowledge needed to perform the role (27%); basic numerical skills and understanding (19%); adapting to new equipment, materials or software (15%) and computer literacy (7%). The skills which are difficult for the respondents to find for the front-line position are shown in Table 4.16.

Table 4.16: Difficulty of Skills to Find for the Front-Line Position

| SKILLS | PERCENTAGE |
|---|------------|
| Customer handling skills | 39% |
| Technical, practical or job specific skills | 22% |
| Team working skills | 20% |
| Numeric skills | 10% |
| Oral communication skills | 5% |
| Written communication skills | 5% |

Table 4.14 summarizes 39% of the respondents who replied to this question indicated that customer handling skills are difficult for them to find from those who are in the front-line position. Other skills which are difficult for the respondents to find in the respective persons of the front-line position are technical, practical or job specific skills (22%); team working skills (20%), numeric skills (10%), oral communication skills (5%) and written communication skills (5%).

However, there are consequences when the new applicants of these job positions are difficult to recruit for an organisation. These consequences are depicted in Table 4.17.

Table 4.17: Consequences of Difficulties in Recruiting New Staff

| CONSEQUENCES | PERCENTAGE |
|--|------------|
| Increase workload for other staff | 19% |
| Experience increasing of operating costs | 18% |
| Have difficulties meeting quality standard | 16% |
| Lose business or orders to competitors | 15% |
| Have difficulties introducing new working practices | 9% |
| Delay in developing new products or services | 8% |
| Have difficulties meeting customer services objectives | 8% |
| Have difficulties introducing technological change | 5% |
| No impact at all | 2% |

Table 4.7 reveals 19% of the respondents replied that when an organisation is having difficulties in recruiting new staff for the relevant positions it can lead to an increase of workload to other staff. 18% of the respondents replied they will experience an increase of operating cost when new staff is not hired for the related positions. Other consequences for not being able to recruit new staff are having difficulties in meeting quality standard (16%), lose business or orders to competitors (15%), having difficulties in introducing new working practices (9%), delay in developing of new products or services (8%), having difficulties in meeting customer services objectives (8%) and having difficulties in introducing technological change (5%)/ Only 2% of the respondents replied if the respective positions are not filled by new staff it has no impact to the organisation at all.

4.3.5 Future Job Prospects

During the Occupational Framework development session, the panel of experts had identified two (2) new areas for retail sale in non-specialized stores. The two new areas which had been identified by the panel of experts were halal and e-commerce. Therefore, in this final section the respondents were asked to identify which future job prospects are the most important and what are the skills needed for the new job positions. The respondents

were also asked on the consequences to their organisation if the future job prospects are unavailable. The findings are analysed and depicted in the form of tables and charts.

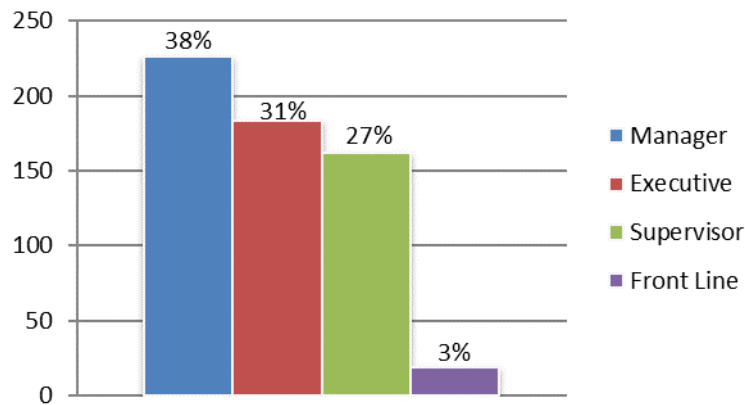


Chart 4.9: Future Job Prospect

The future job prospects are presented in Chart 4.9. The chart shows 38% of the respondents replied that the future job prospects of managerial positions are important for their organisation and followed by the positions of executive (31%), supervisor (27%) and front line (3%). The consequences if the future job prospects are unavailable in the organisation are shown in Table 4.18.

Table 4.18: Consequences of Future Job Prospect to the Organisation

| CONSEQUENCES | PERCENTAGE |
|--|------------|
| Lose business or orders to competitors | 20% |
| Have difficulties meeting quality standards | 16% |
| Have difficulties meeting customer services objectives | 15% |
| Experience increased operating costs | 14% |
| Have difficulties introducing new working practices | 13% |
| Delay developing new products or services | 12% |
| Have difficulties introducing technological change | 10% |
| No impact at all | 0 |

Table 4.18 indicates 20% of the respondents replied that the organisations can lose business or orders to competitors when the future job prospects are unavailable especially on halal issues. There are cases in some supermarkets and hypermarkets where chicken meats and pork meats were found stored together and therefore, it had become one of the major concerns among the Muslims consumers (See page 29). Other consequences related to the unavailability of new job prospects to the organisations are having difficulties in meeting quality standards (16%), having difficulties in meeting customer services objectives (15%), experience increased operating costs (14%), having difficulties in introducing new working

practices (13%), delaying in developing new products or services (12%) and having difficulties in introducing technological change (10%).

The type of skills that are required for the future job prospects according to the respective job positions from the respondents' point of views are presented in the following tables.

Table 4.19: Requirement of Skills for Future Job Prospect of the Managerial Position

| SKILLS | PERCENTAGE |
|---|------------|
| Problem solving skills | 20% |
| Leadership skills | 17% |
| Strategic management skills | 16% |
| Planning and organisation skills | 15% |
| Technical, practical or job specific skills | 13% |
| Team working skills | 12% |
| Advance IT or software skills | 7% |

According to Table 4.19, 20% of the respondents replied that the problem-solving skills are the most important skills for the future job prospect of the managerial position. Other skills that are required for the future job prospect of the managerial position are leadership skills (17%), strategic management skills (16%), planning and organisation skills (15%), technical, practical or job specific skills (13%); team working skills (12%) and advance IT or software skills (7%).

Table 4.20: Requirement of Skills for Future Job Prospect of the Executive Position

| SKILLS | PERCENTAGE |
|---|------------|
| Problem solving skills | 18% |
| Leadership skills | 17% |
| Planning and organisation skills | 15% |
| Team working skills | 15% |
| Strategic management skills | 13% |
| Technical, practical or job specific skills | 13% |
| Advance IT or software skills | 9% |

Requirement of skills for future job prospects of the executive position is shown in Table 4.20 and it is found that 18% of the respondent replied the important skills for this position are the problem-solving skills. Other skills that are required for the future job prospect of the executive position are leadership skills (17%), planning and organisation skills (15%), team working skills (15%), strategic management skills (13%), technical, practical or job specific skills (13%) and advance IT or software skills (9%).

Table 4.21: Requirement of Skills for Future Job Prospect of the Supervisory Position

| SKILLS | PERCENTAGE |
|---|------------|
| Team working skills | 26% |
| Problem solving skills | 21% |
| Customer handling skills | 19% |
| Technical, practical or job specific skills | 14% |
| Numeric skills | 11% |
| Advance IT or software skills | 9% |

Table 4.21 depicts the requirement of skills for future job prospect of the supervisory position and it is found that 26% of the respondents replied the most important skill of the future job prospect for the supervisory position is the team working skills, followed by problem solving skills (21%), customer handling skills (19%), technical, practical or job specific skills (14%); numeric skills (11%) and advance IT or software skills (9%).

Table 4.22: Requirement of Skills for Future Job Prospect of the Front-Line Position

| SKILLS | PERCENTAGE |
|---|------------|
| Team working skills | 26% |
| Customer handling skills | 22% |
| Technical, practical or job specific skills | 20% |
| Numeric skills | 16% |
| Basic computer literacy | 16% |

The requirement of skills for future job prospect of the front-line position are presented in Table 4.22 and the table shows 26% of the respondents replied the most important skill of the future job prospect for the front-line position is the team working skills. Other skills that are required for the future job prospect of this position are customer handling skills (22%), technical, practical or job specific skills (20%), numeric skills (16%) and basic computer literacy (16%).

4.3.6 Summary of Critical and Non-Critical Job Titles for Retail Sale in Non-Specialized Stores

This section focuses on the findings of job titles which are critical that reflect the competency of a personnel requirement for the retail sale in non-specialized stores. The number of critical and non-critical job titles of retail sale in non-specialized stores is depicted in Table 4.23.

Table 4.23: Critical and Non-Critical Job Titles for Retail Sale in Non-Specialized Stores

| GROUP | AREA | LEVEL | CRITICAL JOB TITLE | NON- CRITICAL JOB TITLE | NO. OF JOB TITLE |
|---|---------------|-------|--------------------------|-------------------------------|---------------------|
| Supermarket Convenience Store Department Store Hypermarket | Operation | 8 | - | 1 | 1 |
| | | 7 | - | 1 | 1 |
| | | 6 | - | 2 | 2 |
| | | 5 | - | 8 | 8 |
| | | 4 | - | 8 | 8 |
| | | 3 | 7 | - | 7 |
| | | 2 | 1 | - | 1 |
| | Merchandise | 8 | - | 1 | 1 |
| | | 7 | - | 1 | 1 |
| | | 6 | - | 1 | 1 |
| | | 5 | - | 6 | 6 |
| | | 4 | - | 6 | 6 |
| | | 3 | 6 | - | 6 |
| | Store Support | 8 | - | 1 | 1 |
| | | 7 | - | 1 | 1 |
| | | 6 | - | 6 | 6 |
| | | 5 | - | 6 | 6 |
| | | 4 | - | 6 | 6 |
| | | 3 | 1 | 5 | 6 |
| | | 2 | 4 | - | 4 |
| | Halal | 5 | 7 | 1 | 8 |
| | | 4 | 7 | - | 7 |
| | | 3 | 7 | - | 7 |
| | | 2 | 1 | - | 1 |
| | E-Commerce | 5 | 5 | - | 5 |
| | | 4 | 4 | 1 | 5 |
| | | 3 | 3 | 2 | 5 |
| TOTAL | | | 53 | 64 | 117 |

According to Table 4.23, 53 (45%) out of 117 job titles are identified as Job Critical and the critical job titles are defined based on jobs in demand for a particular job area in the respective industry based on both short and long terms periods. However, there are other job titles that are considered as not critical because the current number of personnel under these categories were sufficient. The identification of critical job titles is important to develop the Occupational Standards for that particular job in order for a formal training to be accomplished and skilled workers can be produced and fitted out for the industry.

4.4 Tables of Job Responsible versus NOSS Level (Area Description)

| | | |
|-------------------|---|--|
| Division | : | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles |
| Group | : | G471 – Retail Sale in Non-Specialized Stores |
| Sub-Group | : | G47193 – Hypermarket |
| Name of Area | : | Operations |
| Area Description: | | Managing of hypermarket departments operations and selling of general merchandise products such as fresh, foodline, softline, hardline, grocery and personal care according to regulation of latest standard products guidelines, hypermarket standard operations procedures, authorities' requirements and departments' promotion plans in order to meet with the company's sales target. |

Table 4.24: Job Responsible versus NOSS Level (Area Description – Hypermarket Operations)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|-----------------------------|--|
| Level 8 | Director, Operations | <ul style="list-style-type: none"> • Report to the Board of Director on the hypermarkets' operations and proposing recommendation for operational improvement and sustainability of overall businesses operations. • Establish business plans and disseminate decision on hypermarket operational matters to Board of Directors • Present proposals on hypermarkets' operation matters for improvement to Board of Directors • Review hypermarkets' business operations to meet the current business needs. • Review and propose current and future challenges of hypermarkets' operation |
| Level 7 | General Manager, Operations | <ul style="list-style-type: none"> • Responsible on the overall hypermarkets' operations and proposing recommendation for operational improvement and sustainability of overall businesses operations • Propose business plans on hypermarkets' operational matters to Director of Operation • Analyse current operation and propose on hypermarkets' operation matters for improvement • Evaluate hypermarkets' business operations to meet the current and future business needs. • Analyse current and future challenges of hypermarket's operation |
| Level 6 | Store General Manager | <ul style="list-style-type: none"> • Responsible on the specific hypermarket's operations and proposing recommendation for operational improvement and sustainability of the business operations • Propose functional and of specific hypermarket's operational strategies to increase profit • Analyse and propose specific hypermarket's operational budget according to policies and procedures. • Propose, execute and implement all initiatives to drive the hypermarket's sales growth • Prepare annual budget for the specific hypermarket's operational expenditures |
| Level 5 | Department Manager, Fresh | <ul style="list-style-type: none"> • Plan and manage the retail operations of fresh department in a specific hypermarket to ensure provision of a high level of service and profitability of the business according to standards procedures and regulations of fresh products requirements • Plan and manage fresh product sales process |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|-----------------------------------|--|
| | Department Manager, Foodline | <ul style="list-style-type: none"> • Plan and manage the retail operations of foodline department in a specific hypermarket to ensure provision of a high level of service and profitability of the business according to standards procedures and regulations of foodline products requirements • Plan and manage foodline product sales process |
| | Department Manager, Softline | <ul style="list-style-type: none"> • Plan and manage the retail operations of softline department in a specific hypermarket to ensure provision of a high level of service and profitability of the business according to standards procedures and regulations of softline products requirements • Plan and manage softline product sales process |
| | Department Manager, Hardline | <ul style="list-style-type: none"> • Plan and manage the retail operations of hardline department in a specific hypermarket to ensure provision of a high level of service and profitability of the business according to standards procedures and regulations of hardline products requirements • Plan and manage hardline product sales process |
| | Department Manager, Grocery | <ul style="list-style-type: none"> • Plan and manage the retail operations of grocery department in a specific hypermarket to ensure provision of a high level of service and profitability of the business according to standards procedures and regulations of grocery products requirements • Plan and manage grocery product sales process |
| | Department Manager, Personal Care | <ul style="list-style-type: none"> • Plan and manage the retail operations of personal care department in a specific hypermarket to ensure provision of a high level of service and profitability of the business according to standards procedures and regulations of personal care products requirements • Plan and manage personal care product sales process |
| Level 4 | Department Leader, Fresh | <ul style="list-style-type: none"> • Assist department manager of fresh in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves and periodic verification of expiration dates according to standard procedures and regulations of fresh products requirements |
| | Department Leader, Foodline | <ul style="list-style-type: none"> • Assist department manager of foodline in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves and periodic verification of expiration dates according to standard procedures and regulations of foodline products requirements |
| | Department Leader, Softline | <ul style="list-style-type: none"> • Assist department manager of softline in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves according to standard procedures and regulations of softline products requirements |
| | Department Leader, Hardline | <ul style="list-style-type: none"> • Assist department manager of hardline in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves according to standard procedures and regulations of hardline products requirements |
| | Department Leader, Grocery | <ul style="list-style-type: none"> • Assist department manager of grocery in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves and periodic verification of expiration dates according to standard procedures and regulations of grocery products requirements |
| | Department Leader, Personal Care | <ul style="list-style-type: none"> • Assist department manager of personal care in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves and periodic verification of expiration dates according to standard procedures and regulations of personal care products requirements |
| Level 3 | Department Supervisor, Fresh | <ul style="list-style-type: none"> • Monitor retail operations for fresh departments or unit in a hypermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|--------------------------------------|---|
| | Department Supervisor, Foodline | <ul style="list-style-type: none"> • Monitor retail operations for foodline departments or unit in a hypermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines |
| | Department Supervisor, Softline | <ul style="list-style-type: none"> • Monitor retail operations for softline departments or unit in a hypermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines |
| | Department Supervisor, Hardline | <ul style="list-style-type: none"> • Monitor retail operations for hardline departments or unit in a hypermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines |
| | Department Supervisor, Grocery | <ul style="list-style-type: none"> • Monitor retail operations for grocery departments or unit in a hypermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines |
| | Department Supervisor, Personal Care | <ul style="list-style-type: none"> • Monitor retail operations for personal care departments or unit in a hypermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines |
| Level 2 | Sales Assistant | <ul style="list-style-type: none"> • Responsible in selling of fresh, foodline, softline, hardline, grocery and personal care products and handling customer requirements and a good team player and able to work together with all levels of the cross-functional team |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Sub-Group : G47114 – Convenience Store
 Name of Area : Operations
 Area Description: Managing of convenience store operations and selling of products such as fresh, foodline and personal care items according to latest standard products guidelines, convenience store standard operations procedures, authorities' requirements and promotion plan in order to meet with the company's sales target.

Table 4.25: Job Responsible versus NOSS Level (Area Description – Convenience Store Operations)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|----------------------------------|--|
| Level 8 | Director, Operations | <ul style="list-style-type: none"> • Report to the Board of Director on the convenience stores' operations and proposing recommendation for operational improvement and sustainability of overall businesses operations. • Establish business plans and disseminate decision on convenience stores' operational matters to Board of Directors • Present proposals on convenience stores' operation matters for improvement to Board of Directors • Review convenience stores' business operations to meet the current business needs. • Review and propose current and future challenges of convenience stores' operation |
| Level 7 | General Manager, Store Operation | <ul style="list-style-type: none"> • Responsible on the overall convenience stores' operations and proposing recommendation for operational improvement and sustainability of overall businesses operations • Propose business plans on convenience stores' operational matters to Director of Operation • Analyse current operation and propose on convenience stores' operation matters for improvement • Evaluate convenience stores' business operations to meet the current and future business needs. • Analyse current and future challenges of convenience stores' operation |
| Level 6 | Area Manager | <ul style="list-style-type: none"> • Manage and assume overall responsibility for the success of convenience stores by directing all operational aspect of each stores and driving sales while minimizing cost |
| Level 5 | Operation Manager | <ul style="list-style-type: none"> • Manage overall operations of convenience stores for the effective and successful management of labour, productivity, quality control and safety measures as established and set for the store operations department |
| Level 4 | Store Manager | <ul style="list-style-type: none"> • Monitor retail operations of convenience store and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines |
| Level 3 | Supervisor, Store Operation | <ul style="list-style-type: none"> • Responsible for every aspect of the day-to-day supervision of outlets, including sales, staff, resources management and stock replenishment |
| Level 2 | Sales Assistant | <ul style="list-style-type: none"> • Responsible in selling of products and handling customer requirements and a good team player and able to work together with all levels of the cross-functional team |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Sub-Group : G47191 –Department Store
 Name of Area : Operations
 Area Description: Managing of department store operations and selling of products such as softline and hardline items according to latest standard products guidelines, department store standard operations procedures, authorities' requirements and promotion plan in order to meet with the company's sales target.

Table 4.26: Job Responsible versus NOSS Level (Area Description – Department Store Operations)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|----------------------------------|---|
| Level 8 | Director, Operations | <ul style="list-style-type: none"> • Report to the Board of Director on the department stores' operations and proposing recommendation for operational improvement and sustainability of overall businesses operations. • Establish business plans and disseminate decision on department stores' operational matters to Board of Directors • Present proposals on department stores' operation matters for improvement to Board of Directors • Review department stores' business operations to meet the current business needs. • Review and propose current and future challenges of department stores' operation |
| Level 7 | General Manager, Store Operation | <ul style="list-style-type: none"> • Responsible on the overall department stores' operations and proposing recommendation for operational improvement and sustainability of overall businesses operations • Propose business plans on department stores' operational matters to Director of Operation • Analyse current operation and propose on department stores' operation matters for improvement • Evaluate department stores' business operations to meet the current and future business needs. • Analyse current and future challenges of department stores' operation |
| Level 6 | Area Manager | <ul style="list-style-type: none"> • Manage and assume overall responsibility for the success of department stores by directing all operational aspect of each stores and driving sales while minimizing cost |
| Level 5 | Branch Manager | <ul style="list-style-type: none"> • Manage and oversee branch personnel, supervises branch operations and ensure efficient operation on a day-to-day basis |
| Level 4 | Floor Executive | <ul style="list-style-type: none"> • Monitor retail operations of the department store and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines |
| Level 3 | Supervisor, Department Store | <ul style="list-style-type: none"> • Responsible for every aspect of the day-to-day supervision of the sales floor including sales, staff, resources management and replenishment of softline and hardline stocks |
| Level 2 | Sales Assistant | <ul style="list-style-type: none"> • Responsible in selling of softline and hardline products and handling customer requirements and a good team player and able to work together with all levels of the cross-functional team |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Sub-Group : G47112 – Supermarket
 Name of Area : Operations
 Area Description: Managing of supermarket operations and selling of products such as fresh, foodline and grocery items according to latest standard products guidelines, supermarket standard operations procedures, authorities' requirements and promotion plan in order to meet with the company's sales target.

Table 4.27: Job Responsible versus NOSS Level (Area Description – Supermarket Operations)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|----------------------------------|---|
| Level 8 | Director, Operations | <ul style="list-style-type: none"> • Report to the Board of Director on the supermarkets' operations and proposing recommendation for operational improvement and sustainability of overall businesses operations. • Establish business plans and disseminate decision on supermarkets' operational matters to Board of Directors • Present proposals on supermarkets' operation matters for improvement to Board of Directors • Review supermarkets' business operations to meet the current business needs. • Review and propose current and future challenges of supermarkets' operations |
| Level 7 | General Manager, Store Operation | <ul style="list-style-type: none"> • Responsible on the overall supermarkets' operations and proposing recommendation for operational improvement and sustainability of overall businesses operations • Propose business plans on supermarkets' operational matters to Director of Operation • Analyse current operation and propose on supermarkets' operation matters for improvement • Evaluate supermarkets' business operations to meet the current and future business needs. • Analyse current and future challenges of supermarkets' operation |
| Level 6 | Area Manager | <ul style="list-style-type: none"> • Manage and assume overall responsibility for the success of supermarkets by directing all operational aspect of each stores and driving sales while minimizing cost |
| Level 5 | Branch Manager | <ul style="list-style-type: none"> • Manage and oversee supermarket personnel, supervises branch operations and ensure efficient operation on a day-to-day basis |
| Level 4 | Floor Executive | <ul style="list-style-type: none"> • Monitor retail operations of the supermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines |
| Level 3 | Supervisor, Department Store | <ul style="list-style-type: none"> • Responsible for every aspect of the day-to-day supervision of the sales floor including sales, staff, resources management and replenishment of fresh, foodline and grocery stocks |
| Level 2 | Sales Assistant | <ul style="list-style-type: none"> • Responsible in selling of fresh, foodline and grocery products and handling customer requirements and a good team player and able to work together with all levels of the cross-functional team |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Sub-Group : G47193 – Hypermarket
 Name of Area : Merchandise
 Area Description: Managing and buying of general merchandise products such as fresh, foodline, softline, hardline, grocery and personal care items according to latest business process of the respective products guidelines, authorities' regulations, hypermarket buying procedures, customers' trend and promotion plan to meet with the company's sales target

Table 4.28: Job Responsible versus NOSS Level (Area Description –Hypermarket Merchandise)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|---------------------------------|---|
| Level 8 | Director, Merchandise | <ul style="list-style-type: none"> • Report to the Board of Director on the hypermarkets' inventories and merchandise within the organisation and decision for merchandising layout, planogram and merchandising listing for current and future needs • Present proposal of hypermarkets' merchandising plan to Board of Directors • Review and evaluate hypermarkets' merchandising program to meet with the current business trends • Ensure implementation of hypermarkets' merchandising initiatives to drive sales growth |
| Level 7 | General Manager, Merchandise | <ul style="list-style-type: none"> • Report to Director of Merchandise on current hypermarkets' inventories status and merchandise within the organisation and proposing recommendation for merchandising layout, planogram and merchandising listing for current and future needs • Prepare proposal of hypermarkets' merchandising plan to Director of Merchandise • Propose hypermarkets' merchandising program to meet with the current business trends • Implement hypermarkets' merchandising initiatives to drive sales growth |
| Level 6 | Head of Department, Merchandise | <ul style="list-style-type: none"> • Report to General Manager, Merchandise on hypermarkets' merchandising and inventories status • Responsible for sourcing of potential fresh, foodline, softline, hardline, grocery and personal care products suppliers • Oversee the implementation of hypermarkets' merchandise and inventory planning towards the advancement of the sections by assessing the performance of the merchandise manager and its staff |
| Level 5 | Merchandise Manager, Fresh | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of fresh products are carried out based on established policies and guidelines • Plan and conduct fresh goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish fresh goods sales and gross profit targets for fresh department and reviewing their performance periodically • Plan fresh department visitation and holds discussion with the staff of the respective department on formulating improvement plans on fresh goods turnover |
| | Merchandise Manager, Foodline | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of foodline products are carried out based on established policies and guidelines • Plan and conduct foodline goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish foodline goods sales and gross profit targets for foodline department and reviewing their performance periodically |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|------------------------------------|--|
| | | <ul style="list-style-type: none"> • Plan foodline department visitation and holds discussion with the staff of the respective department on formulating improvement plans on foodline items turnover |
| | Merchandise Manager, Softline | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of softline products are carried out based on established policies and guidelines • Plan and conduct softline goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish softline goods sales and gross profit targets for softline department and reviewing their performance periodically • Plan softline department visitation and holds discussion with the staff of the respective department on formulating improvement plans on softline items turnover |
| | Merchandise Manager, Hardline | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of hardline products are carried out based on established policies and guidelines • Plan and conduct hardline goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish hardline goods sales and gross profit targets for hardline department and reviewing their performance periodically • Plan hardline department visitation and holds discussion with the staff of the respective department on formulating improvement plans on hardline items turnover |
| | Merchandise Manager, Grocery | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of grocery products are carried out based on established policies and guidelines • Plan and conduct grocery goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish grocery goods sales and gross profit targets for grocery department and reviewing their performance periodically • Plan grocery department visitation and holds discussion with the staff of the respective department on formulating improvement plans on grocery items turnover |
| | Merchandise Manager, Personal Care | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of personal care products are carried out based on established policies and guidelines • Plan and conduct personal care goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish personal care goods sales and gross profit targets for foodline department and reviewing their performance periodically • Plan personal care department visitation and holds discussion with the staff of the respective department on formulating improvement plans on personal care items turnover |
| Level 4 | Category Buyer, Fresh | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of fresh products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of fresh goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare fresh goods proposals for the fresh department on sales and gross profit targets • Conduct fresh department visitation to check the layout, assortment and displaying of fresh goods items |
| | Category Buyer, Foodline | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of foodline products are carried out based on established policies and guidelines product |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|-------------------------------|---|
| | | <p>knowledge, customer demands and market trends</p> <ul style="list-style-type: none"> • Source, negotiate, acquire and procure the best value of foodline goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare foodline goods proposals for the foodline department on sales and gross profit targets • Conduct foodline department visitation to check the layout, assortment and displaying of foodline items |
| | Category Buyer, Softline | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of softline products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of softline goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare softline goods proposals for the softline department on sales and gross profit targets • Conduct softline department visitation to check the layout, assortment and displaying of softline items |
| | Category Buyer, Hardline | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of hardline products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of hardline goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare hardline goods proposals for the hardline department on sales and gross profit targets • Conduct hardline department visitation to check the layout, assortment and displaying of hardline items |
| | Category Buyer, Grocery | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of grocery products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of grocery goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare grocery goods proposals for the grocery department on sales and gross profit targets • Conduct grocery department visitation to check the layout, assortment and displaying of grocery items |
| | Category Buyer, Personal Care | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of personal care products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of personal care goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare personal care goods proposals for the personal care department on sales and gross profit targets • Conduct personal care department visitation to check the layout, assortment and displaying of personal care items |
| Level 3 | Assistant Buyer, Fresh | <ul style="list-style-type: none"> • Assist the Category Buyer of fresh goods in ensuring all merchandising activities of fresh products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|--------------------------------|---|
| | | <ul style="list-style-type: none"> • Prepare Purchase Order of fresh products according to requirements • Coordinate fresh products promotions activities with the marketing and fresh department team members • Coordinate meeting with fresh products suppliers |
| | Assistant Buyer, Foodline | <ul style="list-style-type: none"> • Assist the Category Buyer of foodline goods in ensuring all merchandising activities of foodline products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of foodline products according to requirements • Coordinate foodline products promotions activities with the marketing and foodline department team members • Coordinate meeting with foodline products suppliers |
| | Assistant Buyer, Softline | <ul style="list-style-type: none"> • Assist the Category Buyer of softline goods in ensuring all merchandising activities of softline products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of softline products according to requirements • Coordinate softline products promotions activities with the marketing and softline department team members • Coordinate meeting with softline products suppliers |
| | Assistant Buyer, Hardline | <ul style="list-style-type: none"> • Assist the Category Buyer of hardline goods in ensuring all merchandising activities of hardline products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of hardline products according to requirements • Coordinate hardline products promotions activities with the marketing and hardline department team members • Coordinate meeting with hardline products suppliers |
| | Assistant Buyer, Grocery | <ul style="list-style-type: none"> • Assist the Category Buyer of grocery goods in ensuring all merchandising activities of grocery products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of grocery products according to requirements • Coordinate grocery products promotions activities with the marketing and grocery department team members • Coordinate meeting with grocery products suppliers |
| | Assistant Buyer, Personal Care | <ul style="list-style-type: none"> • Assist the Category Buyer of personal care goods in ensuring all merchandising activities of personal care products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of personal care products according to requirements • Coordinate personal care products promotions activities with the marketing and personal care department team members • Coordinate meeting with personal care products suppliers |
| Level 2 | No Level | |
| Level | No Level | |

| Level | Job Title Related | Responsibilities May Includes: |
|-------------------|-------------------|---|
| 1 | | |
| Division | : | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles |
| Group | : | G471 – Retail Sale in Non-Specialized Stores |
| Sub-Group | : | G47114 – Convenience Store |
| Name of Area | : | Merchandise |
| Area Description: | | Managing and buying of fresh, foodline and personal care items according to latest business process of the respective products guidelines, authorities' regulations, convenience store buying procedures, customers' trend and promotion plan to meet with the company's sales target |

Table 4.29: Job Responsible versus NOSS Level (Area Description – Convenience Store Merchandise)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|---------------------------------|---|
| Level 8 | Director, Merchandise | <ul style="list-style-type: none"> • Report to the Board of Director on the convenience stores' inventories and merchandise within the organisation and decision for merchandising layout, planogram and merchandising listing for current and future needs • Present proposal of convenience stores' merchandising plan to Board of Directors • Review and evaluate convenience stores' merchandising program to meet with the current business trends • Ensure implementation of convenience stores' merchandising initiatives to drive sales growth |
| Level 7 | General Manager, Merchandise | <ul style="list-style-type: none"> • Report to Director of Merchandise on current convenience stores' inventories status and merchandise within the organisation and proposing recommendation for merchandising layout, planogram and merchandising listing for current and future needs • Prepare proposal of convenience stores' merchandising plan to Director of Merchandise • Propose convenience stores' merchandising program to meet with the current business trends • Implement convenience stores' merchandising initiatives to drive sales growth |
| Level 8 | Head of Department, Merchandise | <ul style="list-style-type: none"> • Report to General Manager, Merchandise on convenience stores' merchandising and inventories status • Responsible for sourcing of potential fresh, foodline and personal care products suppliers • Oversee the implementation of convenience stores' merchandise and inventory planning towards the advancement of the sections by assessing the performance of the merchandise manager and its staff |
| Level 5 | Merchandise Manager, Fresh | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of fresh products are carried out based on established policies and guidelines • Plan and conduct fresh goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish fresh goods sales and gross profit targets for respective convenience stores and reviewing their performance periodically • Plan convenience stores visitation and holds discussion with the staff on formulating the improvement plans on fresh goods turnover |
| | Merchandise Manager, Foodline | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of foodline products are carried out based on established policies and guidelines |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|------------------------------------|--|
| | | <ul style="list-style-type: none"> • Plan and conduct foodline goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish foodline goods sales and gross profit targets for respective convenience stores and reviewing their performance periodically • Plan convenience stores visitation and holds discussion with the staff on formulating the improvement plans on foodline goods turnover |
| | Merchandise Manager, Personal Care | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of personal care products are carried out based on established policies and guidelines • Plan and conduct personal care items feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish personal care items sales and gross profit targets for respective convenience stores and reviewing their performance periodically • Plan convenience stores visitation and holds discussion with the staff on formulating the improvement plans on personal care items turnover |
| Level 4 | Category Buyer, Fresh | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of fresh products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of fresh goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare fresh goods proposals for the convenience stores on sales and gross profit targets • Conduct visitation on convenience stores to check on the layout, assortment and displaying of fresh goods items |
| | Category Buyer, Foodline | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of foodline products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of foodline goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare foodline goods proposals for the convenience stores on sales and gross profit targets • Conduct visitation on convenience stores to check on the layout, assortment and displaying of foodline goods items |
| | Category Buyer, Personal Care | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of personal care items are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of personal care items from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare personal care items proposals for the convenience stores on sales and gross profit targets • Conduct visitation on convenience stores to check on the layout, assortment and displaying of personal care items |
| Level 3 | Assistant Buyer, Fresh | <ul style="list-style-type: none"> • Assist the Category Buyer of fresh goods in ensuring all merchandising activities of fresh products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|--------------------------------|--|
| | | <ul style="list-style-type: none"> • Prepare Purchase Order of fresh products according to requirements • Coordinate fresh products promotions activities with the marketing and convenience store's team members • Coordinate meeting with fresh products suppliers |
| | Assistant Buyer, Foodline | <ul style="list-style-type: none"> • Assist the Category Buyer of foodline goods in ensuring all merchandising activities of foodline products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of foodline products according to requirements • Coordinate foodline products promotions activities with the marketing and convenience store's team members • Coordinate meeting with foodline products suppliers |
| | Assistant Buyer, Personal Care | <ul style="list-style-type: none"> • Assist the Category Buyer of personal care goods in ensuring all merchandising activities of personal care products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of personal care products according to requirements • Coordinate personal care products promotions activities with the marketing and convenience store's team members • Coordinate meeting with personal care products suppliers |
| Level 2 | No Level | |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Sub-Group : G47191 – Department Store
 Name of Area : Merchandise
 Area Description: Managing and buying of softline and hardline items according to latest business process of the respective products guidelines, authorities' regulations, department store buying procedures, customers' trend and promotion plan to meet with the company's sales target

Table 4.30: Job Responsible versus NOSS Level (Area Description –Department Store Merchandise)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|---------------------------------|---|
| Level 8 | Director, Merchandise | <ul style="list-style-type: none"> • Report to the Board of Director on department stores' inventories and merchandise within the organisation and decision for merchandising layout, planogram and merchandising listing for current and future needs • Present proposal of department stores' merchandising plan to Board of Directors • Review and evaluate department stores' merchandising program to meet with the current business trends • Ensure implementation of department stores' merchandising initiatives to drive sales growth |
| Level 7 | General Manager, Merchandise | <ul style="list-style-type: none"> • Report to Director of Merchandise on current department stores' inventories status and merchandise within the organisation and proposing recommendation for merchandising layout, planogram and merchandising listing for current and future needs • Prepare proposal of department stores' merchandising plan to Director of Merchandise • Propose department stores' merchandising program to meet with the current business trends • Implement department stores' merchandising initiatives to drive sales growth |
| Level 8 | Head of Department, Merchandise | <ul style="list-style-type: none"> • Report to General Manager, Merchandise on department stores' merchandising and inventories status • Responsible for sourcing of potential softline and hardline products suppliers • Oversee the implementation of department stores' merchandise and inventory planning towards the advancement of the sections by assessing the performance of the merchandise manager and its staff |
| Level 5 | Merchandise Manager, Softline | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of softline products are carried out based on established policies and guidelines • Plan and conduct softline items feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish softline items sales and gross profit targets for respective department stores and reviewing their performance periodically • Plan department stores visitation and holds discussion with the staff on formulating the improvement plans on softline items turnover |
| | Merchandise Manager, Hardline | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of hardline products are carried out based on established policies and guidelines • Plan and conduct hardline items feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish hardline items sales and gross profit targets for respective department stores and reviewing their performance |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|---------------------------|---|
| | | periodically • Plan department stores visitation and holds discussion with the staff on formulating the improvement plans on hardline items turnover |
| Level 4 | Category Buyer, Softline | • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of softline products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of softline items from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare softline proposals for the department stores on sales and gross profit targets • Conduct visitation on department stores to check on the layout, assortment and displaying of softline items |
| | Category Buyer, Hardline | • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of hardline products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of hardline items from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare hardline proposals for the department stores on sales and gross profit targets • Conduct visitation on department stores to check on the layout, assortment and displaying of hardline items |
| Level 3 | Assistant Buyer, Softline | • Assist the Category Buyer of softline items in ensuring all merchandising activities of softline products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of softline products according to requirements • Coordinate softline products promotions activities with the marketing and department store's team members • Coordinate meeting with softline products suppliers |
| | Assistant Buyer, Foodline | • Assist the Category Buyer of hardline items in ensuring all merchandising activities of hardline products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of hardline products according to requirements • Coordinate hardline products promotions activities with the marketing and department store's team members • Coordinate meeting with hardline products suppliers |
| Level 2 | No Level | |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Sub-Group : G47112 – Supermarket
 Name of Area : Merchandise
 Area Description: Managing and buying of fresh, foodline and personal care items according to latest business process of the respective products guidelines, authorities' regulations, supermarket buying procedures, customers' trend and promotion plan to meet with the company's sales target

Table 4.31: Job Responsible versus NOSS Level (Area Description –Supermarket Merchandise)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|---------------------------------|---|
| Level 8 | Director, Merchandise | <ul style="list-style-type: none"> • Report to the Board of Director on the supermarkets' inventories and merchandise within the organisation and decision for merchandising layout, planogram and merchandising listing for current and future needs • Present proposal of supermarkets' merchandising plan to Board of Directors • Review and evaluate supermarkets' merchandising program to meet with the current business trends • Ensure implementation of supermarkets' merchandising initiatives to drive sales growth |
| Level 7 | General Manager, Merchandise | <ul style="list-style-type: none"> • Report to Director of Merchandise on current supermarkets' inventories status and merchandise within the organisation and proposing recommendation for merchandising layout, planogram and merchandising listing for current and future needs • Prepare proposal of supermarkets' merchandising plan to Director of Merchandise • Propose supermarkets' merchandising program to meet with the current business trends • Implement supermarkets' merchandising initiatives to drive sales growth |
| Level 8 | Head of Department, Merchandise | <ul style="list-style-type: none"> • Report to General Manager, Merchandise on supermarkets' merchandising and inventories status • Responsible for sourcing of potential fresh, foodline and grocery products suppliers • Oversee the implementation of supermarkets' merchandise and inventory planning towards the advancement of the sections by assessing the performance of the merchandise manager and its staff |
| Level 5 | Merchandise Manager, Fresh | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of fresh products are carried out based on established policies and guidelines • Plan and conduct fresh goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish fresh goods sales and gross profit targets for respective supermarkets and reviewing their performance periodically • Plan supermarkets visitation and holds discussion with the staff on formulating the improvement plans on fresh goods turnover |
| | Merchandise Manager, Foodline | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of foodline products are carried out based on established policies and guidelines • Plan and conduct foodline goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish foodline goods sales and gross profit targets for respective supermarkets and reviewing their performance periodically • Plan supermarkets visitation and holds discussion with the staff on formulating the improvement plans on foodline goods turnover |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|------------------------------|---|
| | Merchandise Manager, Grocery | <ul style="list-style-type: none"> • Assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of grocery products are carried out based on established policies and guidelines • Plan and conduct grocery goods feasibility studies, reviewing and deciding on merchandise assortment, mix and concept • Establish grocery goods sales and gross profit targets for respective supermarkets and reviewing their performance periodically • Plan supermarkets visitation and holds discussion with the staff on formulating the improvement plans on grocery goods turnover |
| Level 4 | Category Buyer, Fresh | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of fresh products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of fresh goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare fresh goods proposals for the supermarkets on sales and gross profit targets • Conduct visitation on supermarkets to check on the layout, assortment and displaying of fresh goods items |
| | Category Buyer, Foodline | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of foodline products are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of foodline goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare foodline goods proposals for the supermarkets on sales and gross profit targets • Conduct visitation on supermarkets to check on the layout, assortment and displaying of foodline goods items |
| | Category Buyer, Grocery | <ul style="list-style-type: none"> • Assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of grocery goods are carried out based on established policies and guidelines product knowledge, customer demands and market trends • Source, negotiate, acquire and procure the best value of grocery goods from suppliers locally and overseas for the company according to the business plan and within the approved budget • Prepare grocery goods proposals for the supermarkets on sales and gross profit targets • Conduct visitation on supermarkets to check on the layout, assortment and displaying of grocery goods |
| Level 3 | Assistant Buyer, Fresh | <ul style="list-style-type: none"> • Assist the Category Buyer of fresh goods in ensuring all merchandising activities of fresh products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of fresh products according to requirements • Coordinate fresh products promotions activities with the marketing and supermarkets' team members • Coordinate meeting with fresh products suppliers |
| | Assistant Buyer, Foodline | <ul style="list-style-type: none"> • Assist the Category Buyer of foodline goods in ensuring all merchandising activities of foodline products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|--------------------------|--|
| | | <ul style="list-style-type: none"> • Prepare Purchase Order of foodline products according to requirements • Coordinate foodline products promotions activities with the marketing and supermarkets' team members • Coordinate meeting with foodline products suppliers |
| | Assistant Buyer, Grocery | <ul style="list-style-type: none"> • Assist the Category Buyer of grocery goods in ensuring all merchandising activities of grocery products i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on established policies and guidelines are carried out timely • Prepare Purchase Order of grocery products according to requirements • Coordinate grocery products promotions activities with the marketing and supermarkets' team members • Coordinate meeting with grocery products suppliers |
| Level 2 | No Level | |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : Store Support – Store Planning and Set Up
 Area Description: Selecting of strategic locations and designing and creating of outstanding layout, displays, fixtures and graphic design of new or existing store or outlets to meet with the company business expansion plan

Table 4.32: Job Responsible versus NOSS Level (Area Description – Store Planning and Setup)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|--|---|
| Level 8 | Executive Director | <ul style="list-style-type: none"> • Report to the Board of Director on the store planning and setup department yearly performance • Propose recommendation for operational improvement for the benefit of overall business operations • Review the current store planning and setup department standard operating procedures and policies • Review the current store planning and setup department budget |
| Level 7 | General Manager | <ul style="list-style-type: none"> • Report to the Executive Director and responsible to ensure the store planning and setup department is operating according to company's standard operating procedures and policies • Responsible for effective planning, staffing, organizing and decision making in managing the operation cost for the store planning and setup department |
| Level 6 | Head of Department, Store Planning and Setup | <ul style="list-style-type: none"> • Responsible to assist the General Manager in ensuring the store planning and setup department team members achieved best performance to meet the company's needs • Prepare store planning and setup department's business plan in order to meet with the company's vision and mission • Responsible in building a positive team culture among the store planning and setup team members by bringing in strong positive engagement for the company |
| Level 5 | Manager, Store Planning and Setup | <ul style="list-style-type: none"> • Support the store development process including new and remodel store growth by supporting the store design process to create outstanding store layouts, store displays, fixtures, graphics and store design • Build and maintain relationships with key stakeholders and develops store design layouts that are brand appropriate and operationally effective |
| Level 4 | Executive, Store Planning and Setup | <ul style="list-style-type: none"> • Coordinate operating needs with marketing image, working with contractors to create the design and selecting and monitoring building contractors to ensure quality and adherence to blueprints |
| Level 3 | Officer, Store Planning and Setup | <ul style="list-style-type: none"> • Participate in designing of shop drawings, graphic programs and merchandising systems to ensure design intent is met and brand integrity is maintained. Supervising project according to operational requirements and agreed schedule |
| Level 2 | No Level | |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : Store Support – Store Training
 Area Description: Designing and execution of orientation and training for new and existing staff on according to sales training programs on human capital development according to company's vision, mission and business objectives

Table 4.33: Job Responsible versus NOSS Level (Area Description – Store Training)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|------------------------------------|---|
| Level 8 | Executive Director | <ul style="list-style-type: none"> • Report to the Board of Director on the store training department yearly performance • Propose recommendation for operational improvement for the benefit of overall business operations • Review the current store training department standard operating procedures and policies |
| Level 7 | General Manager | <ul style="list-style-type: none"> • Report to the Executive Director and responsible to ensure the store training department is operating according to company's standard operating procedures and policies • Responsible for effective planning, staffing, organizing and decision making in managing the operation cost for the store training department |
| Level 6 | Head of Department, Store Training | <ul style="list-style-type: none"> • Report to General Manager and responsible for designing and executing orientation and training for retail outlet. They also conduct onboarding training sessions for new staffs especially for managerial level to develop on their management skills, sales skills and standard operation procedure development |
| Level 5 | Manager, Store Training | <ul style="list-style-type: none"> • Report to Head of Department of Store Training and responsible for teaching presentation and persuasion techniques to new staffs, simulating sales scenarios and preparing training programs that cover knowledge gaps and work closely with executives, supervisors and sales assistants to develop their management skills, sales skills, product knowledge and standard operation procedure guidelines |
| Level 4 | Executive, Store Training | <ul style="list-style-type: none"> • Teach presentation and persuasion techniques to new staffs, simulating sales scenarios and preparing training programs that cover knowledge gaps and requires for visiting retail stores to work closely with supervisors and sales assistants on a regular basis to develop their sales skills and product knowledge and provide excellent customer service |
| Level 3 | Officer, Store Training | <ul style="list-style-type: none"> • Teach presentation and persuasion techniques to new staffs, simulating sales scenarios and preparing training programs that cover knowledge gaps and requires for visiting retail stores to work closely with sales assistants on a regular basis to develop their sales skills and product knowledge and provide excellent customer service |
| Level 2 | No Level | |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : Store Support – Receiving
 Area Description: Managing of incoming and transferring of goods from suppliers to backroom, backroom to sales floor and backroom to other branches, outlets or departments according to receiving and transferring standard operation procedures in order to prevent the company from encountering loss of sales and stock

Table 4.34: Job Responsible versus NOSS Level (Area Description – Receiving)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|-------------------------------|---|
| Level 8 | Executive Director | <ul style="list-style-type: none"> • Report to the Board of Director on the receiving department yearly performance • Propose recommendation for operational improvement for the benefit of overall business operations • Review the current receiving department standard operating procedures and policies • Review the current receiving department budget |
| Level 7 | General Manager | <ul style="list-style-type: none"> • Report to the Executive Director and responsible to ensure the receiving department is operating according to company's standard operating procedures and policies • Responsible for effective planning, staffing, organizing and decision making in managing the operation cost for the receiving department |
| Level 6 | Head of Department, Receiving | <ul style="list-style-type: none"> • Responsible to assist the General Manager in ensuring the receiving department team members achieved best performance to meet the company's needs • Prepare receiving department's operations plan in order to meet with the company's vision and mission • Responsible in building a positive team culture among the receiving department team members by bringing in strong positive engagement for the company |
| Level 5 | Manager, Receiving | <ul style="list-style-type: none"> • Manage all aspects of the delivery, transferring and receiving process including the overall appearance and organization of the backroom area of the department store, supermarket or hypermarket • Responsible for the aspects of delivery and receiving as well as communications with the buying office and merchandise control |
| Level 4 | Executive, Receiving | <ul style="list-style-type: none"> • Responsible for monitoring all aspects of the delivery, transferring and receiving process at the backroom or receiving area of the store to ensure merchandise received as per ordered and accepted in good conditions • Review inventory and determine the type of merchandise need to be ordered |
| Level 3 | Supervisor, Receiving | <ul style="list-style-type: none"> • Oversee incoming items that arrive at their facility by reviewing purchase orders and matching shipped items to those that were ordered, note any discrepancies, document items received and update inventory databases • Support and coordinate operations within their department regarding the unloading, intake, storage, and distribution of items |
| Level 2 | Store Assistant, Receiving | <ul style="list-style-type: none"> • Count, weigh or measure items of incoming shipments in order to verify information against invoices, orders, bills of lading or other records • Examine and unpack incoming shipments; record shortages and reject damaged items |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : Store Support – Visual Merchandising
 Area Description: Promoting the image of a retail store by displaying products according to the visual merchandising plans, methods of visual merchandising, technique of visual merchandising and standard visual merchandising guidelines to in order to attract customers' attention

Table 4.35: Job Responsible versus NOSS Level (Area Description –Visual Merchandising)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|--|--|
| Level 8 | Executive Director | <ul style="list-style-type: none"> • Report to the Board of Director on the visual merchandising department yearly performance • Propose recommendation for operational improvement for the benefit of overall business operations • Review the current visual merchandising department standard operating procedures and policies • Review the current visual merchandising department budget |
| Level 7 | General Manager | <ul style="list-style-type: none"> • Report to the Executive Director and responsible to ensure the visual merchandising department is operating according to company's standard operating procedures and policies • Responsible for effective planning, staffing, organizing and decision making in managing the operation cost for the visual merchandising department |
| Level 6 | Head of Department, Visual Merchandising | <ul style="list-style-type: none"> • Responsible to assist the General Manager in ensuring the visual merchandising department team members achieved best performance to meet the company's needs • Prepare visual merchandising business plan in order to meet with the company's vision and mission • Review visual merchandising plan • Responsible in building a positive team culture among the visual merchandising team members by bringing in strong positive engagement for the company |
| Level 5 | Manager, Visual Merchandising | <ul style="list-style-type: none"> • Responsible for the conceptualisation of the visual merchandising plans to promote the image and product of the retail outlet • Prepare visual merchandising plans according to latest promotion plan |
| Level 4 | Executive, Visual Merchandising | <ul style="list-style-type: none"> • Implement the visual merchandising plans to promote the image and product of the retail outlet • Responsible for the set-up of merchandising display to ensure compliance with established company visual merchandising plan, policies and guidelines |
| Level 3 | Visual Merchandise Assistant | <ul style="list-style-type: none"> • Monitor the implementation of the visual merchandising plan for use in stores and store windows or other display places in order to maximize the promotion of the image and product of the retail outlet |
| Level 2 | Display Artist | <ul style="list-style-type: none"> • Responsible to carry out the design of the visual merchandising plans and executing artistic effects for use in stores and store windows or other display places in order to maximise the promotion of the image and product of the retail outlet |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : Store Support – Customer Care
 Area Description: Managing and handling of Point of Sales transaction according to latest policies and guidelines on cash management and also handling customers' enquiries, complaints and feedbacks to ensure customers are satisfied with the company's customer care policies

Table 4.36: Job Responsible versus NOSS Level (Area Description – Customer Care)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|-----------------------------------|--|
| Level 8 | Executive Director | <ul style="list-style-type: none"> Report to the Board of Director on the customer care department yearly performance Review the current customer care department standard operating procedures and policies for the benefit of overall business operations |
| Level 7 | General Manager | <ul style="list-style-type: none"> Report to the Executive Director and responsible to ensure the customer care department is operating according to company's standard operating procedures and policies Responsible for effective planning, staffing, organizing and decision making in managing the operation cost for the customer care department |
| Level 6 | Head of Department, Customer Care | <ul style="list-style-type: none"> Lead the customer care team within the division and continually improve the customer service experience and balancing the customers' needs with business requirements by managing the customer services processes and ensure the customer care department operates accordance with company policies and procedures |
| Level 5 | Manager, Customer Care | <ul style="list-style-type: none"> Assist the Store Manager or Head of Department in ensuring all customer care activities and Point of Sales transaction run smoothly according to the company's established policies and guidelines |
| Level 4 | Chief Cashier | <ul style="list-style-type: none"> Responsible to assist the Manager, Customer Care in ensuring all Point of Sales activities run smoothly according to the established policies and guidelines |
| Level 3 | Supervisor, Cashier | <ul style="list-style-type: none"> Responsible to assist the Cheif Cashier in ensuring all Point of Sales activities run smoothly and according to the established policies and guidelines |
| Level 2 | Cashier | <ul style="list-style-type: none"> Responsible for receiving payments, handling customer requirements and providing excellent customer service through cash register transaction and atted to customer needs as and when necessary are carried out based on established policies and guidelines |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : Store Support – Loss Prevention and Security
 Area Description: Managing safety and security of company's assets, employees, customers and suppliers from planned crimes, unexpected incidents and accidents according to standard safety and security guidelines, Fire and Resue procedures and statutory regulation on criminal and penal code

Table 4.37: Job Responsible versus NOSS Level (Area Description – Loss Prevention and Security)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|--|--|
| Level 8 | Executive Director | <ul style="list-style-type: none"> • Report to the Board of Director on the loss prevention and security department yearly performance • Propose recommendation for operational improvement for the benefit of overall business operations • Review the current loss prevention and security department standard operating procedures and policies • Review the current loss prevention and security department budget |
| Level 7 | General Manager | <ul style="list-style-type: none"> • Report to the Executive Director and responsible to ensure the loss prevention and security department is operating according to company's standard operating procedures and policies • Responsible for effective planning, staffing, organizing and decision making in managing the operation cost for the loss prevention and security department |
| Level 6 | Head of Department, Loss Prevention and Security | <ul style="list-style-type: none"> • Responsible to assist the General Manager in ensuring the Loss Prevention and Security department team members achieved best performance to meet the company's needs • Responsible in building a positive team culture with strong positive engagement for the company |
| Level 5 | Manager, Loss Prevention and Security | <ul style="list-style-type: none"> • Responsible to assist the Head of Department, Loss Prevention and Security in ensuring of minizing or eliminating of safety and security mishap |
| Level 4 | Executive, Loss Prevention and Security | <ul style="list-style-type: none"> • Assist the Manager in providing safety to customer and staffs and monitoring security mishap such as theft, fraud and shrinkage cases • Identify all entry points for customer priority to reduce the risk of theft by external and internal customers • Determine the position of the CCTV Camera and if necessary, make changes to meet current requirements |
| Level 3 | Officer, Loss Prevention and Security | <ul style="list-style-type: none"> • Responsible to assist the Executive in providing safety to customer and staffs and preventing or monitoring security • Responsible for detecting any suspicious behavior and preventing vandalism, thefts or other criminal behavior |
| Level 2 | Security | <ul style="list-style-type: none"> • Patrol premises regularly to maintain order and establish presence • Observe and check entrance of people in the store • Secure all exits, doors and windows after end of operations |
| Level 1 | No Level | |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : Receiving (Halal)
 Area Description: Managing of incoming and transferring of halal goods from suppliers to backroom, backroom to sales floor and backroom to other branches, outlets or departments according to latest standard halal receiving guidelines and meet with halal regulatory requirements to ensure Muslim consumer preference of halal related items are being well taken care of.

Table 4.38: Job Responsible versus NOSS Level (Area Description – Receiving (Halal))

| Level | Job Title Related | Responsibilities May Includes: |
|---------|------------------------------------|---|
| Level 8 | | Not Available |
| Level 7 | | Not Available |
| Level 6 | | Not Available |
| Level 5 | Manager, Receiving (Halal) | <ul style="list-style-type: none"> • Manage all aspects of the delivery, transfer and receive process of halal goods or products at the backroom or receiving area of the store. Responsibilities including communications with the buying office and halal merchandise control in regards to damages and merchandise back stock |
| Level 4 | Executive, Receiving (Halal) | <ul style="list-style-type: none"> • Responsible to monitor all aspects of the delivery, transfer and receive process at the backroom or receiving area of the store to ensure halal merchandise received as per ordered and accepted in good conditions according to halal requirements |
| Level 3 | Supervisor, Receiving (Halal) | <ul style="list-style-type: none"> • Oversee incoming of halal goods, items or products that arrive at their facility by reviewing purchase orders and matching shipped items to those that were ordered, note any discrepancies, document items received, and update inventory databases • Support and coordinate operations within their department regarding the unloading, intake, storage, and distribution of items |
| Level 2 | Store Assistant, Receiving (Halal) | <ul style="list-style-type: none"> • Count, weigh or measure items of incoming shipments in order to verify information against invoices, orders, bills of lading or other records • Examine and unpack incoming shipments; record shortages and reject damaged items • Route items to various departments |
| Level 1 | | No Level |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Sub-Group : G47114 – Convenience Store
 Name of Area : Outlet Operation (Halal)
 Area Description: Managing of store and selling of halal products such as fresh, foodline and personal care items according to latest standard halal products guidelines and meet with halal regulatory requirements in order to achieve the company's sales target

Table 4.39: Job Responsible versus NOSS Level (Area Description – Outlet Operation (Halal))

| Level | Job Title Related | Responsibilities May Includes: |
|---------|----------------------------------|---|
| Level 8 | | Not Available |
| Level 7 | | Not Available |
| Level 6 | | Not Available |
| Level 5 | Manager, Store Operation (Halal) | Responsible to run a store successfully in a halal compliance environment by ensuring halal products are displayed according to latest halal regulations requirements |
| Level 4 | | Not Available |
| Level 3 | | No Level |
| Level 2 | | No Level |
| Level 1 | | No Level |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Sub-Group : G47193 - Hypermarket
 Name of Area : Operations (Halal)
 Area Description: Managing of department and selling of halal products such as fresh, foodline and grocery items according to latest standard halal product guidelines and in line with the halal regulatory requirements in order to achieve the sales target

Table 4.40: Job Responsible versus NOSS Level (Area Description – Hypermarket Operations (Halal))

| Level | Job Title Related | Responsibilities May Includes: |
|---------|---|--|
| Level 8 | | Not Available |
| Level 7 | | Not Available |
| Level 6 | | Not Available |
| Level 5 | Department Manager, Fresh (Halal) | • Plan and manage the retail operations in selling of halal fresh products according to Halal Critical Point to ensure the products meet the halal regulatory requirements |
| | Department Manager, Foodline (Halal) | • Plan and manage the retail operations in selling of halal foodline products according to Halal Critical Point to ensure the products meet the halal regulatory requirements |
| | Department Manager, Grocery (Halal) | • Plan and manage the retail operations in selling of halal grocery products according to Halal Critical Point to ensure the products meet the halal regulatory requirements |
| Level 4 | Department Leader, Fresh (Halal) | • Assist department manager in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates and halal regulatory requirements for halal fresh products |
| | Department Leader, Foodline (Halal) | • Assist department manager in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates and halal regulatory requirements for halal foodline products |
| | Department Leader, Grocery (Halal) | • Assist department manager in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates and halal regulatory requirements for halal grocery products |
| Level 3 | Department Supervisor, Fresh (Halal) | • Monitor retail operations for fresh departments or unit and ensuring all sales activities of halal fresh products are running smoothly and are carried out based on latest halal standard requirements |
| | Department Supervisor, Foodline (Halal) | • Monitor retail operations for foodline departments or unit and ensuring all sales activities of halal foodline products are running smoothly and are carried out based on latest halal standard requirements |

| Level | Job Title Related | Responsibilities May Includes: |
|------------|---|--|
| | Department Supervisor, Grocery (Halal) | <ul style="list-style-type: none"> • Monitor retail operations for grocery departments or unit and ensuring all sales activities of halal grocery products are running smoothly and are carried out based on latest halal standard requirements |
| Level 2 | | No Level |
| Level 1 | | No Level |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Sub-Group : G47193 - Hypermarket
 Name of Area : Merchandise (Halal)
 Area Description: Managing and buying of halal products of fresh, foodline and grocery items according to halal process of related products guidelines, buying halal products standard procedures and halal regulatory requirements in order to achieve the sales target and meet with the consumers' demands on halal products

Table 4.41: Job Responsible versus NOSS Level (Area Description – Hypermarket Merchandise (Halal))

| Level | Job Title Related | Responsibilities May Includes: |
|---------|---------------------------------------|---|
| Level 8 | | Not Available |
| Level 7 | | Not Available |
| Level 6 | | Not Available |
| Level 5 | Merchandise Manager, Fresh (Halal) | • Ensure all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of halal fresh products are carried out based on latest halal guidelines |
| | Merchandise Manager, Foodline (Halal) | • Ensure all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of halal foodline products are carried out based on latest halal guidelines |
| | Merchandise Manager, Grocery (Halal) | • Ensure all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning of halal grocery products are carried out based on latest halal guidelines |
| Level 4 | Category Buyer, Fresh (Halal) | • Assist the Merchandising Manager of halal fresh items in ensuring the merchandise development planning, supplier planning and inventory planning of halal fresh products are carried out based on latest halal guidelines, customer demands and market trends |
| | Category Buyer, Foodline (Halal) | • Assist the Merchandising Manager of halal foodline items in ensuring the merchandise development planning, supplier planning and inventory planning of halal foodline products are carried out based on latest halal guidelines, customer demands and market trends |
| | Category Buyer, Grocery (Halal) | • Assist the Merchandising Manager of halal grocery items in ensuring the merchandise development planning, supplier planning and inventory planning of halal grocery products are carried out based on latest halal guidelines, customer demands and market trends |
| Level 3 | Assistant Buyer, Fresh (Halal) | • Assist the Category Buyer of halal fresh items in ensuring all merchandising activities of halal fresh products such as merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on latest policies, procedures and halal guidelines are carried out timely |
| | Assistant Buyer, Foodline | • Assist the Category Buyer of halal foodline items in ensuring all merchandising activities of halal foodline products such as |

| Level | Job Title Related | Responsibilities May Includes: |
|---------|----------------------------------|---|
| | (Halal) | merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on latest policies, procedures and halal guidelines are carried out timely |
| | Assistant Buyer, Grocery (Halal) | <ul style="list-style-type: none"> Assist the Category Buyer of halal grocery items in ensuring all merchandising activities of halal grocery products such as merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities are based on latest policies, procedures and halal guidelines are carried out timely |
| Level 2 | | No Level |
| Level 1 | | No Level |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : E-Commerce (Online Store)
 Area Description: Managing the process of selling items via the Internet according to the online store standard operation procedure to meet with the demand of the online customers.

Table 4.42: Job Responsible versus NOSS Level (Area Description – Online Stores)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|-------------------------|--|
| Level 8 | | Not Available |
| Level 7 | | Not Available |
| Level 6 | | Not Available |
| Level 5 | Manager, Online Store | <ul style="list-style-type: none"> • Responsible for creating and implementing online store business plan and also responsible for the sales and profits of the online store as well • Communicate, execute and manage online store business plan in cooperation with other team members who in charge of different e-marketing channels such as social media or search engine optimization |
| Level 4 | Executive, Online Store | <ul style="list-style-type: none"> • Responsible in managing the online store by ensuring it runs smoothly and responding to emails as well as answering phone messages from both customers and suppliers in 24 hours or less • Liase with logistic companies, suppliers and manufacturers of the provided products • Prepare schedule for the cut-off the order filling and payment for the day • Responsible for the promotion of the site and sales as well |
| Level 3 | Officer, Online Store | <ul style="list-style-type: none"> • Assist the Executive, Online Store in monitoring the online store operations, responding emails, updating of inventories and ensuring the customers receive their packages in a timely manner • Organise and dispatch daily customer orders • Manage refunds and returned items |
| Level 2 | | No Level |
| Level 1 | | No Level |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : E-Commerce (Retail Digital Marketing)
 Area Description: The process of marketing the non-specialized stores' products range on the online platform by using various digital marketing elements such as email marketing, Search Engine Optimization (SEO), Social Media Marketing, online PR and website analytics.

Table 4.43: Job Responsible versus NOSS Level (Area Description – Retail Digital Marketing)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|-------------------------------------|---|
| Level 8 | | Not Available |
| Level 7 | | Not Available |
| Level 6 | | Not Available |
| Level 5 | Manager, Retail Digital Marketing | <ul style="list-style-type: none"> • Responsible to plan, strategize and lead the approved digital marketing planner based on Master Marketing Plan and Social Media Plan Strategy to achieve maximum exposure on products, promotions or activities of the retail store • Create digital marketing strategies to support the Master Marketing Plan of the company • Manage and maintaining social media to ensure consistent posts and presence across all digital channels besides monitoring the social media |
| Level 4 | Executive, Retail Digital Marketing | <ul style="list-style-type: none"> • Oversee the online retail marketing strategy of the non-specialized stores and responsible for planning and executing of digital (including email) marketing campaigns and design, maintaining and supplying content for the organisation's website. • Engage the public through social media and ensuring visitor flow to digital sites • Analyse and report on visitor data and devising new ways to market products |
| Level 3 | Officer, Retail Digital Marketing | <ul style="list-style-type: none"> • Responsible for the acquisition of new customers on the website and the main point of contact between the business and the digital agency in ensuring the management of Pay Per Click (PPC), SEO, Paid Social and Affiliate Marketing activity |
| Level 2 | | No Level |
| Level 1 | | No Level |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : E-Commerce (Retail E-Business)
 Area Description: Managing the business-to-business (B2B) and business-to-consumer (B2C) sales of products through subscriptions of website content or advertising according to company's business models' requirements.

Table 4.44: Job Responsible versus NOSS Level (Area Description – Retail E-Business)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|------------------------------|--|
| Level 8 | | Not Available |
| Level 7 | | Not Available |
| Level 6 | | Not Available |
| Level 5 | Manager, Retail E-Business | <ul style="list-style-type: none"> • Decision making based on assessing new consumer / shopper trends through real-time data mining, the interpretation of the data, presence in conferences and associations, events, and being up-to-date on new digital innovations • Maximise business value by using digital to drive cross functional (Marketing, Sales, trade marketing, Corporate Communications, Consumer Service) and cross business collaboration sharing • Drive key initiatives at customers and contribute to e-commerce roadmap through prioritization workshops |
| Level 4 | Executive, Retail E-Business | <ul style="list-style-type: none"> • Monitor online customer feedback and be the main point of contact for all internal website queries • Create and maintain website content and ensure all content is up to date and ensure all pages, products & prices on the site are correct, updated and in line with trading at all times • Create and implement tactical offers to support specific products and target specific market |
| Level 3 | Officer, Retail E-Business | <ul style="list-style-type: none"> • Work with Executive to encourage and develop the growth of the retail e-business • Handle all customer enquiries and queries, ensuring timely and accurate response and provide excellent customer service • Assist with online visual merchandising of the retail e-business range • Compile and provide weekly and monthly sales data • Provide comparative shopping analysis as required by the Executive, Retail E-Business |
| Level 2 | | No Level |
| Level 1 | | No Level |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : E-Commerce (E-Retail Loss and Prevention)
 Area Description: Managing fraud in the e-commerce business in order to prevent and protect the company's assets and customers' interest from online thefts.

Table 4.45: Job Responsible versus NOSS Level (Area Description – E-Retail Loss and Prevention)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|---|---|
| Level 8 | | Not Available |
| Level 7 | | Not Available |
| Level 6 | | Not Available |
| Level 5 | Manager, E-Retail Loss and Prevention | <ul style="list-style-type: none"> • Design and deploy analytics used to identify suspicious trends that are creating financial loss to the company specifically related to retail fraud, payments fraud, third party and private label credit and debit card chargeback processes • Develop and oversee in conjunction with business partners, undercover or covert system testing to proactively combat eCommerce and retail fraud |
| Level 4 | Executive, E-Retail Loss and Prevention | <ul style="list-style-type: none"> • Report to E-Retail Loss and Prevention Manager and responsible for implementing the company's loss prevention program elements required to meet the unique needs of the e-commerce business. • Monitor and drive all investigations of all suspect transactions and activities that have or are likely to adversely impact the e-commerce business • Investigate on theft, pilferage and exceptions / red flagged online transactions including return fraud |
| Level 3 | Officer, E-Retail Loss and Prevention | <ul style="list-style-type: none"> • Report to E-Retail Loss and Prevention Executive and responsible for monitoring multiple systems for credit or debit card fraud • Analyse various reports and systems for detection of suspicious or out of the norm activity for merchant services customers • Review information provided by various third party identify verification systems, address any concerns on the customers and monitor the clearance of any negative findings or chargebacks on merchant service customers |
| Level 2 | | No Level |
| Level 1 | | No Level |

Division : G47 – Retail Trade, Except of Motor Vehicles and Motorcycles
 Group : G471 – Retail Sale in Non-Specialized Stores
 Name of Area : E-Commerce (Retail Virtual Warehouse)
 Area Description: Managing a single storage system to control the inventory or stock that is physically house anywhere either at the distribution center or the back room of a hypermarket, department store and supermarket that need to be distributed based on the customers' information in a real time environment and according to inventory parameter policies.

Table 4.46: Job Responsible versus NOSS Level (Area Description – Retail Virtual Warehouse)

| Level | Job Title Related | Responsibilities May Includes: |
|---------|-------------------------------------|--|
| Level 8 | | Not Available |
| Level 7 | | Not Available |
| Level 6 | | Not Available |
| Level 5 | Manager, Retail Virtual Warehouse | <ul style="list-style-type: none"> Responsible for working with suppliers and merchandise department closely on inventory specs, timelines and pricing. Checking pricing on all items, both available now and available to order to ensure margins and pricing is current and working with website team to create listing with correct specs and pricing |
| Level 4 | Executive, Retail Virtual Warehouse | <ul style="list-style-type: none"> Responsible for monitoring the virtual inventory that is allocated in a particular store location by using automated allocation workflows to distribute stock from virtual inventory on an as-needed basis and ensuring customers find the items that want in high-traffic stores. Maintaining items in stock for store locations with high volume |
| Level 3 | Officer, Retail Virtual Warehouse | <ul style="list-style-type: none"> Responsible for monitoring and updating the virtual inventory levels, check shipments and ensure customers' orders accuracy Ensure the correct items or products are picked, packaged and shipped to be delivered to the requested destination |
| Level 2 | | No Level |
| Level 1 | | No Level |

4.5 Table of OS (Occupational Structure)

The identification of division, group and area were obtained through literature review and discussions with the panel of experts during the development of retail sale in non-specialized stores Occupational Framework sessions. The Occupational Structure shows the job titles of retail sale in non-specialized stores that are divided into supermarket, convenience store, department store and hypermarket groups with relevant areas. Each groups and areas of the retail sale in non-specialized stores according to MSIC guidelines are shown in Table 4.47 until Table 4.58.

Table 4.47: Retail Sale in Non-Specialized Stores – Hypermarket Operations

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | | | | |
|----------|--|--------------------------------------|--------------------------------------|--------------------------------------|-------------------------------------|---|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | | | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | | | | |
| Area | Hypermarket Operation Fresh | Hypermarket Operation Foodline | Hypermarket Operation Softline | Hypermarket Operation Hardline | Hypermarket Operation Grocery | Hypermarket Operation Personal Care |
| Level 8 | Director, Operations | | | | | |
| Level 7 | General Manager, Operations | | | | | |
| Level 6 | Store General Manager | | | | | |
| Level 5 | Department Manager, Fresh | Department Manager, Foodline | Department Manager, Softline | Department Manager, Hardline | Department Manager, Grocery | Department Manager, Personal Care |
| Level 4 | Department Leader, Fresh | Department Leader, Foodline | Department Leader, Softline | Department Leader, Hardline | Department Leader, Grocery | Department Leader, Personal Care |
| Level 3 | Department Supervisor, Fresh | Department Supervisor, Foodline | Department Supervisor, Softline | Department Supervisor, Hardline | Department Supervisor, Grocery | Department Supervisor, Personal Care |
| Level 2 | Sales Assistant | | | | | |
| Level 1 | No Level | | | | | |

Table 4.48: Retail Sale in Non-Specialized Stores - Convenience Store, Department Store and Supermarket Operations

| | | | |
|-----------------|---|---|--|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Area | Convenience Store Operations | Department Store Operations | Supermarket Operations |
| Level 8 | Director, Operation | Director, Operation | Director, Operation |
| Level 7 | General Manager, Store Operation | General Manager, Department Store Operation | General Manager, Supermarket Operation |
| Level 6 | Area Manager | Area Manager | Area Manager |
| Level 5 | Operation Manager | Branch Manager | Branch Manager |
| Level 4 | Store Manager | Floor Executive, Department | Floor Executive, Supermarket |
| Level 3 | Supervisor, Store Operation | Supervisor, Department Operation | Supervisor, Supermarket Operation |
| Level 2 | Sales Assistant | | |
| Level 1 | No Level | | |

Table 4.49: Retail Sale in Non-Specialized Stores – Hypermarket Merchandise

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | | | | |
|----------|--|----------------------------------|----------------------------------|----------------------------------|---------------------------------|---------------------------------------|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | | | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | | | | |
| Area | Hypermarket Merchandise Fresh | Hypermarket Merchandise Foodline | Hypermarket Merchandise Softline | Hypermarket Merchandise Hardline | Hypermarket Merchandise Grocery | Hypermarket Merchandise Personal Care |
| Level 8 | Director, Merchandise | | | | | |
| Level 7 | General Manager, Merchandise | | | | | |
| Level 6 | Head of Department, Merchandise | | | | | |
| Level 5 | Merchandise Manager, Fresh | Merchandise Manager, Foodline | Merchandise Manager, Softline | Merchandise Manager, Hardline | Merchandise Manager, Grocery | Merchandise Manager, Personal Care |
| Level 4 | Category Buyer, Fresh | Category Buyer, Foodline | Category Buyer, Softline | Category Buyer, Hardline | Category Buyer, Grocery | Category Buyer, Personal Care |
| Level 3 | Assistant Buyer, Fresh | Assistant Buyer, Foodline | Assistant Buyer, Softline | Assistant Buyer, Hardline | Assistant Buyer, Grocery | Assistant Buyer, Personal Care |
| Level 2 | No Level | | | | | |
| Level 1 | No Level | | | | | |

Table 4.50: Retail Sale in Non-Specialized Stores –Convenience Store Merchandise

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
|----------|--|--|---|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Area | Convenience Store Merchandise Fresh | Convenience Store Merchandise Foodline | Convenience Store Merchandise Personal Care |
| Level 8 | Director, Merchandise | | |
| Level 7 | General Manager, Merchandise | | |
| Level 6 | Head of Department, Merchandise | | |
| Level 5 | Merchandise Manager, Fresh | Merchandise Manager, Foodline | Merchandise Manager, Personal Care |
| Level 4 | Category Buyer, Fresh | Category Buyer, Foodline | Category Buyer, Personal Care |
| Level 3 | Assistant Buyer, Fresh | Assistant Buyer, Foodline | Assistant Buyer, Personal Care |
| Level 2 | No Level | No Level | No Level |
| Level 1 | No Level | | |

Table 4.51: Retail Sale in Non-Specialized Stores – Department Store Merchandise

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | |
|----------|--|---------------------------------------|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | |
| Group | G471 – Retail Sale in Non-Specialized Stores | |
| Area | Department Store Merchandise Softline | Department Store Merchandise Hardline |
| Level 8 | Director, Merchandise | |
| Level 7 | General Manager, Merchandise | |
| Level 6 | Head of Department, Merchandise | |
| Level 5 | Merchandise Manager, Fresh | Merchandise Manager, Foodline |
| Level 4 | Category Buyer, Fresh | Category Buyer, Foodline |
| Level 3 | Assistant Buyer, Fresh | Assistant Buyer, Foodline |
| Level 2 | No Level | No Level |
| Level 1 | No Level | |

Table 4.52: Retail Sale in Non-Specialized Stores –Supermarket Merchandise

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
|----------|--|----------------------------------|---------------------------------|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Area | Supermarket Merchandise Fresh | Supermarket Merchandise Foodline | Supermarket Merchandise Grocery |
| Level 8 | Director, Merchandise | | |
| Level 7 | General Manager, Merchandise | | |
| Level 6 | Head of Department, Merchandise | | |
| Level 5 | Merchandise Manager, Fresh | Merchandise Manager, Foodline | Merchandise Manager, Grocery |
| Level 4 | Category Buyer, Fresh | Category Buyer, Foodline | Category Buyer, Grocery |
| Level 3 | Assistant Buyer, Fresh | Assistant Buyer, Foodline | Assistant Buyer, Grocery |
| Level 2 | No Level | No Level | No Level |
| Level 1 | No Level | | |

Table 4.53: Retail Sale in Non-Specialized Stores – Store Support

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | | | | |
|----------|--|------------------------------------|-------------------------------|--|-----------------------------------|--|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | | | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | | | | |
| Area | Store Planning and Setup | Store Training | Receiving | Visual Merchandising | Customer Care | Loss Prevention and Security |
| Level 8 | Executive Director | | | | | |
| Level 7 | General Manager | | | | | |
| Level 6 | Head of Department, Store Planning and Setup | Head of Department, Store Training | Head of Department, Receiving | Head of Department, Visual Merchandising | Head of Department, Customer Care | Head of Department, Loss Prevention and Security |
| Level 5 | Manager, Store Planning and Setup | Manager, Store Training | Manager, Receiving | Manager, Visual Merchandising | Manager, Customer Care | Manager, Loss Prevention and Security |
| Level 4 | Executive, Store Planning and Setup | Executive, Store Training | Executive, Receiving | Executive, Visual Merchandising | Chief Cashier | Executive, Loss Prevention and Security |
| Level 3 | Officer, Store Planning and Setup | Officer, Store Training | Supervisor, Receiving | Visual Merchandising Assistant | Supervisor, Cashier | Officer, Loss Prevention and Security |
| Level 2 | No Level | No Level | Store Assistant, Receiving | Display Artist | Cashier | Security |
| Level 1 | No Level | | | | | |

Table 4.54: Retail Sale in Non-Specialized Stores – Receiving (Halal)

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles |
|----------|---|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles |
| Group | G471 – Retail Sale in Non-Specialized Stores |
| Area | Receiving (Halal) |
| Level 5 | Manager, Receiving (Halal) |
| Level 4 | Executive, Receiving (Halal) |
| Level 3 | Supervisor, Receiving (Halal) |
| Level 2 | Store Assistant, Receiving (Halal) |
| Level 1 | No Level |

Table 4.55: Retail Sale in Non-Specialized Stores – Convenience Store Operations (Halal)

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles |
|----------|---|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles |
| Group | G471 – Retail Sale in Non-Specialized Stores |
| Area | Convenience Store Operation (Halal) |
| Level 5 | Manager, Store Operation (Halal) |
| Level 4 | Not Available |
| Level 3 | No Level |
| Level 2 | No Level |
| Level 1 | No Level |

Table 4.56: Retail Sale in Non-Specialized Stores – Hypermarket Operations (Halal)

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
|----------|---|--|---|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Area | Hypermarket Operations Fresh (Halal) | Hypermarket Operations Foodline (Halal) | Hypermarket Operations Grocery (Halal) |
| Level 5 | Department Manager, Fresh (Halal) | Department Manager, Foodline (Halal) | Department Manager, Grocery (Halal) |
| Level 4 | Department Leader, Fresh (Halal) | Department Leader, Foodline (Halal) | Department Leader, Grocery (Halal) |
| Level 3 | Department Supervisor, Fresh (Halal) | Department Supervisor, Foodline (Halal) | Department Supervisor, Grocery (Halal) |
| Level 2 | No Level | | |
| Level 1 | No Level | | |

Table 4.57: Retail Sale in Non-Specialized Stores – Hypermarket Merchandise (Halal)

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
|----------|--|--|---|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Area | Hypermarket Merchandise Fresh (Halal) | Hypermarket Merchandise Foodline (Halal) | Hypermarket Merchandise Grocery (Halal) |
| Level 5 | Merchandise Manager, Fresh (Halal) | Merchandise Manager, Foodline (Halal) | Merchandise Manager, Grocery (Halal) |
| Level 4 | Category Buyer, Fresh (Halal) | Category Buyer, Foodline (Halal) | Category Buyer, Grocery (Halal) |
| Level 3 | Assistant Buyer, Fresh (Halal) | Assistant Buyer, Foodline (Halal) | Assistant Buyer, Grocery (Halal) |
| Level 2 | No Level | No Level | No Level |
| Level 1 | No Level | | |

Table 4.58: Retail Sale in Non-Specialized Stores – E-Commerce

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | | | |
|----------|--|-------------------------------------|------------------------------|---|-------------------------------------|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | | | |
| Area | Online Store | Digital Marketing | E-Business | E-Retail Loss and Prevention | Virtual Warehouse |
| Level 5 | Manager, Online Store | Manager, Retail Digital Marketing | Manager, Retail E-Business | Manager, E – Retail Loss and Prevention | Manager, Retail Virtual Warehouse |
| Level 4 | Executive, Online Store | Executive, Retail Digital Marketing | Executive, Retail E-Business | Executive, E – Retail Loss and Prevention | Executive, Retail Virtual Warehouse |
| Level 3 | Officer, Online Store | Officer, Retail Digital Marketing | Officer, Retail E-Business | Officer, E – Retail Loss and Prevention | Officer, Retail Virtual Warehouse |
| Level 2 | No Level | | | | |
| Level 1 | No Level | | | | |

4.6 Mapping OS vs. Available NOSS

Presently, there are several NOSS developed by the Department of Skills Development that are relevant to the retail sale in non-specialized stores as shown in Table 4.59.

Table 4.59: Matrix of Existing NOSS against Retail Sale in Non-Specialized Stores

| NON-SPECIALIZED STORES | | | EXISTING NOSS | | | | | | | | |
|---|-----------------------|---------------|---|---|---|---|--|---|---|---|--|
| SUB-GROUP | AREA | SUB-AREA | RETAIL OPERATION MANAGEMENT DT-010-5:2014 | RETAIL OPERATION (DIVISION) DT-010-4:2014 | RETAIL OPERATION (DEPARTMENT) DT-010-3:2014 | RETAIL BUTCHERING OPERATION DT-013-3:2014 | FRUITS AND VEGETABLE RETAIL OPERATION DT-015-3:2016 | RETAIL MERCHANDISING OPERATION DT-014-3:2014 | SALES OPERATION DT-020-5:2011 DT-020-4:2011 DT-020-3:2011 DT-020-2:2011 | PURCHASING OPERATION (WHOLESALE) DT-021-3:2012 | RETAIL OUTLET OPERATIONS G471-001-3:2018 |
| Supermarket Convenience Store Department Store Hypermarket | Operations | Fresh | | | X | X | X | | | | |
| | | Foodline | | | X | | | | | | |
| | | Softline | | | X | | | | | | |
| | | Hardline | | | X | | | | | | |
| | | Grocery | | | X | | | | | | |
| | | Personal Care | | | X | | | | | | |
| | Outlet Operations | | | | X | | | | | | X |
| | Department Operations | | | | | | | | | | |

| NON-SPECIALIZED STORES | | | EXISTING NOSS | | | | | | | | |
|------------------------|---------------------------|---------------------------|---|---|---|---|--|---|---|---|--|
| SUB-GROUP | AREA | SUB-AREA | RETAIL OPERATION MANAGEMENT DT-010-5:2014 | RETAIL OPERATION (DIVISION) DT-010-4:2014 | RETAIL OPERATION (DEPARTMENT) DT-010-3:2014 | RETAIL BUTCHERING OPERATION DT-013-3:2014 | FRUITS AND VEGETABLE RETAIL OPERATION DT-015-3:2016 | RETAIL MERCHANDISING OPERATION DT-014-3:2014 | SALES OPERATION DT-020-5:2011 DT-020-4:2011 DT-020-3:2011 DT-020-2:2011 | PURCHASING OPERATION (WHOLESALE) DT-021-3:2012 | RETAIL OUTLET OPERATIONS G471-001-3:2018 |
| | Supermarket Operations | | | | | | | | | | |
| | Merchandise | Fresh | | | | | | X | | | |
| | | Foodline | | | | | | X | | | |
| | | Softline | | | | | | X | | | |
| | | Hardline | | | | | | X | | | |
| | | Grocery | | | | | | X | | | |
| | | Personal Care | | | | | | X | | | |
| | Store Support | Store Planning and Set Up | | | | | | | | | |
| | | Store Training | | | | | | | | | |
| | | Receiving | | | X | | | | | | |
| | | Visual Merchandising | | X | | | X | X | | | |
| | | Customer Care | | X | X | | | | | | X |
| | | Loss and Prevention | X | | | | | | | | X |

| NON-SPECIALIZED STORES | | | EXISTING NOSS | | | | | | | | |
|------------------------|---------------------------------------|------------------------------|---|---|---|---|--|---|---|---|--|
| SUB-GROUP | AREA | SUB-AREA | RETAIL OPERATION MANAGEMENT DT-010-5:2014 | RETAIL OPERATION (DIVISION) DT-010-4:2014 | RETAIL OPERATION (DEPARTMENT) DT-010-3:2014 | RETAIL BUTCHERING OPERATION DT-013-3:2014 | FRUITS AND VEGETABLE RETAIL OPERATION DT-015-3:2016 | RETAIL MERCHANDISING OPERATION DT-014-3:2014 | SALES OPERATION DT-020-5:2011 DT-020-4:2011 DT-020-3:2011 DT-020-2:2011 | PURCHASING OPERATION (WHOLESALE) DT-021-3:2012 | RETAIL OUTLET OPERATIONS G471-001-3:2018 |
| | Receiving (Halal) | | | | | | | | | | X |
| | Outlet Operation (Halal) | | | | | | | | | | X |
| | Hypermarket Operations (Halal) | Fresh | | | | X | | | | | |
| | | Foodline | | | | | | | | | |
| | | Grocery | | | | | | | | | |
| | Hypermarket Merchandise (Halal) | Fresh | | | | | | | | | |
| | | Foodline | | | | | | | | | |
| | | Grocery | | | | | | | | | |
| | E-Commerce | Online Store | | | | | | | | | |
| | | Retail Digital Marketing | | | | | | | | | |
| | | Retail E-Business | | | | | | | | | X |
| | | E-Retail Loss and Prevention | | | | | | | | | |
| | | Retail Virtual Warehouse | | | | | | | | | |

The areas such as store planning and set up, store training, receiving and loss and prevention are related to the development, improvement and contribution of revenues to a particular retail non-specialized store. Nevertheless, the table above serves as a reference on either to develop the relevant NOSS or review of existing NOSS when required.

4.7 Job Description

A job description is a document that describes the responsibilities, skills, knowledge, and attributes of a position. Moreover, the job description also reflects the competencies performed for a particular job which can be utilized as a set of scope for the development of NOSS. Hence, the application of Malaysia Standard Classification of Occupations (MASCO) is referred to identify the major groups for occupations and the format of developing job descriptions of retail sale in non-specialized stores.

MASCO is a national benchmark for the classification of occupations in the employment structure which is prepared by the Ministry of Human Resources, Malaysia (MoHR). MASCO has been developed in accordance with the International Standard Classification of Occupations (ISCO), published by the International Labour Organization, Geneva as a reference to both the public and private sectors in planning development strategies in accordance with international standards. There is a total of 117 job titles and 10 areas in retail sale in non-specialized stores. Table 4.60 summarizes the number of job titles and the Job Descriptions for all the job titles is furnished in Annex 6.

Table 4.60: Job Description (Job Titles Summary Table)

| GROUP | AREA | LEVEL | | | | | | | | NO. OF JOB TITLES IDENTIFIED |
|---|---------------|-------|---|----|----|----|---|---|---|------------------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | |
| Supermarket Convenience Store Department Store Hypermarket | Operations | - | 1 | 7 | 8 | 8 | 2 | 1 | 1 | 28 |
| | Merchandise | - | - | 6 | 6 | 6 | 1 | 1 | 1 | 21 |
| | Store Support | - | 4 | 6 | 6 | 6 | 6 | 1 | 1 | 30 |
| | Halal | - | 4 | 4 | 7 | 8 | - | - | - | 23 |
| | E-Commerce | - | - | 5 | 5 | 5 | - | - | - | 15 |
| NO. OF JOB TITLES IDENTIFIED | | - | 6 | 31 | 32 | 33 | 9 | 3 | 3 | 117 |

4.8 Skills In Demand

The skills in demand that is projected to be a skilled personal required by the retail sale in non-specialized stores will be highlighted in this section. It exists when an employer finds it difficult to recruit a new staff for a particular job vacancy from internal or external sources. The skills in demand for retail sale in non-specialized stores are presented in Table 4.61.

Table 4.61: Skills in Demand for Retail Sale in Non-Specialized Stores

| Skills in Demand | Rationale, Challenges and Issues | Potential Strategies and Proposed Solutions |
|--|---|---|
| Jobs in Demand | | |
| The job area of halal consists of the positions of store assistant until managers in the receiving, operations and merchandising (fresh, foodline and grocery) divisions | <ul style="list-style-type: none"> • Monitor and focus specifically on halal integrity systems cannot be carried out immediately and simutaniously with current operations • Insufficient skills and knowledge in halal compliance requirements • Currently, there are no specific courses on halal operations provided for non-specialized stores • Shortage of personnel with experience in handling halal operations of non-specialized stores | <ul style="list-style-type: none"> • Increase chances of appointing more manpower in the area of halal • Collabrate with related authority on certification and knowledge related to halal • Develop halal curriculum specifically for non-specialized stores and provide training |
| The job area of e-commerce consists of the positions of officers until managers for the activities of online and e-businesses | <ul style="list-style-type: none"> • Insufficient expertise of retail personnel to manage and handle e-commerce businesses • Insufficient manpower to fulfill the demand for e-commerce businesses | <ul style="list-style-type: none"> • Increase chances of appointing more manpower in the area of e-commerce • Collabrate with related training institution on certification and knowledge related to e-commerce |

| Skills in Demand | Rationale, Challenges and Issues | Potential Strategies and Proposed Solutions |
|--|--|--|
| | <ul style="list-style-type: none"> • Sufficient and skilled personnel at these positions are required in e-commerce business activities • Currently, there are no specific courses on online and e-commerce operations for non-specialized stores • Shortage of personnel with experience in handling online and digital businesses of non-specialized stores operations | <ul style="list-style-type: none"> • Develop e-commerce curriculum specifically for non-specialized stores and provide training |
| Assistant Buyers for fresh until personal care items | <ul style="list-style-type: none"> • Insufficient reporting and data due to overcomplexity in the retail merchandising process • Insufficient skills and knowledge of the related items • High turnover due to unsociable hours because of the complexity of the retail merchandising process and lower salary scale • Lack of career progress • Currently, there are general courses on merchandising and purchasing but no specific course on buyers for non-specialized stores | <ul style="list-style-type: none"> • Increase chances of recruiting more manpower in the area of merchandising • Invest and analyse the existing retail merchandising process • Provide career development • Provide skills training to potential workforce or upskilling for existing workforce |
| Cashier Supervisor | <ul style="list-style-type: none"> • High risk due to involvement with cash transaction • High pressure due to Criminal Breach of Trust (CBT cases) • High turn over of staff due to | <ul style="list-style-type: none"> • Increase chances of recruiting more manpower in the area of customer care • Increase salary scale |

| Skills in Demand | Rationale, Challenges and Issues | Potential Strategies and Proposed Solutions |
|--|---|---|
| | <p>long working hours and have to work during weekends and public holidays, lower salary scale and also lack of career progress</p> <ul style="list-style-type: none"> • Currently, there is a general course on cash management but no specific course on cashiering for non-specializing stores | <ul style="list-style-type: none"> • Provide career development • Provide skills training to potential workforce or upskilling for existing workforce |
| Hypermarket, supermarket, department, and convenience stores operation supervisors | <ul style="list-style-type: none"> • High turnover to fulfill the customers' demands, meet sales target, solve sales assistant and customers' problems, etc. • Lack of career progress • Insufficient manpower because of low salary scale | <ul style="list-style-type: none"> • Increase chances of recruiting more manpower in the area of non-specialized stores operations • Increase salary scale • Provide career development • Provide skills training to potential workforce or upskilling for existing workforce |
| Display Artist | <ul style="list-style-type: none"> • Require skilled personnel who are creative, innovative and using latest software is an added advantages • Insufficient manpower because of low salary scale • Lack of career advancement • Currently, there is no specific courses on visual merchandising operations for non-specialized stores | <ul style="list-style-type: none"> • Increase chances of recruiting more manpower in the area of visual merchandising • Increase salary scale • Provide career development • Provide skills training to potential workforce or upskilling for existing workforce |

| Skills in Demand | Rationale, Challenges and Issues | Potential Strategies and Proposed Solutions |
|--|--|--|
| Cashier | <ul style="list-style-type: none"> • Responsible for cash transactions • High risk due safety concern when encounter with criminals • Low salary scale and have to pay for the cash shortages • Lack of career advancement • High turnover due to long hours and have to work during weekends and public holidays | <ul style="list-style-type: none"> • Increase salary scale • Provide career development • Provide skills training to potential workforce or upskilling for existing workforce |
| Security | <ul style="list-style-type: none"> • Immense competition between local and foreigners workforce especially in terms of salary scale • High risk due to safety concern when encounter with criminals • Lack of career progress | <ul style="list-style-type: none"> • Increase salary scale • Provide career development • Provide skills training to potential workforce or upskilling for existing workforce |
| Sales Assistant | <ul style="list-style-type: none"> • High turnover of staff due to immaturity, long working hours, low salary scale and unglamours job • Slow career progress | <ul style="list-style-type: none"> • Increase sales incentives • Increase staff benefits • Provide career developments within 1 to 2 years time |
| Skills gaps in existing workforce | | |
| Leadership skills | <ul style="list-style-type: none"> • Lack of leadership skills can affect the morality of staff | <ul style="list-style-type: none"> • Include as required skills in training |
| Solving complex problem skills | <ul style="list-style-type: none"> • Lack of skills in solving complex problems can affect the quality of products or services, increase customer dissatisfaction and can lead lose of business or sales | <ul style="list-style-type: none"> • Include as required skills in training |

| Skills in Demand | Rationale, Challenges and Issues | Potential Strategies and Proposed Solutions |
|--|--|--|
| Planning and organizing skills | <ul style="list-style-type: none"> • Lack of planning and organizing skills can affect the quality of products or services, increase customer dissatisfaction and can lead to loss of business or sales | <ul style="list-style-type: none"> • Include as required skills in training |
| Customer handling skills | <ul style="list-style-type: none"> • Required by all personnel when handling with customer complaint, inquiry and feedback | <ul style="list-style-type: none"> • Include as required skills in training |
| Emerging skills needs | | |
| Skills in applying of Halal Critical Points (HCP) to non-specialized stores operations | <ul style="list-style-type: none"> • Less knowledge in Halal Critical Points (HCP) criteria can lead to halal and non halal items stored together in one place • Less staff have knowledge and awareness on halal compliances and requirements • Shortage of personnel in handling halal operations of non-specialized stores | <ul style="list-style-type: none"> • Introduce skills in training and certification on halal operations covering store operations, merchandise and receiving areas. • Employ staff with skills and knowledge in halal operations of non-specialized stores |
| Skills in handling online and digital businesses of non-specialized stores operations | <ul style="list-style-type: none"> • Delay in keeping abreast with latest technology can affect the future growth of the sector • Shortage of personnel in handling online and digital businesses of non-specialized stores operations | <ul style="list-style-type: none"> • Introduce skills in training and certification • Employ staff with skills and knowledge in online and digital businesses of non-specialized stores operations |

CHAPTER 5 : DISCUSSION, RECOMMENDATION AND CONCLUSION

This chapter provides the discussion, recommendations and conclusions based on the given objectives of the earlier part of the study. It contains the results of the research and answers to the problems as well as the outcome of each specific objective which was enumerated earlier.

5.1 Discussion

The retail sale in non-specialized stores is one of the established segments in the retail trade industry. The analysis findings show that the retail sale in non-specialized stores has unique structured of areas because this sub-group is mainly depending on the operation sizes and range of merchandising. The operations sizes and range of merchandising are the heart and pulse of retail sale in non-specialized stores and are important for the companies in furtherance of to achieve the overall businesses' objectives. However, there are numbers of jobs critical that need to be highlighted to ensure the businesses continue to contribute for the nation's economic growth. The list of critical job titles for the retail sale in non-specialized stores is presented in Table 5.1.

Table 5.1: List of Critical Job Titles for the Retail Sale in Non-Specialized Stores

| Item | Critical Job Title | Area | Level |
|------|---------------------------------------|------------|-------|
| 1. | Manager, Store Operation (Halal) | Halal | 5 |
| 2. | Department Manager, Fresh (Halal) | Halal | 5 |
| 3. | Department Manager, Foodline (Halal) | Halal | 5 |
| 4. | Manager, Receiving (Halal) | Halal | 5 |
| 5 | Merchandise Manager, Fresh (Halal) | Halal | 5 |
| 6. | Merchandise Manager, Grocery (Halal) | Halal | 5 |
| 7. | Merchandise Manager, Foodline (Halal) | Halal | 5 |
| 8. | Manager, Online Store | E-Commerce | 5 |
| 9. | Manager, Retail Digital Marketing | E-Commerce | 5 |

| Item | Critical Job Title | Area | Level |
|------|---------------------------------------|-------------|-------|
| 10. | Manager, Retail E-Business | E-Commerce | 5 |
| 11. | Manager, E-Retail Loss and Prevention | E-Commerce | 5 |
| 12 | Manager, Retail Virtual Warehouse | E-Commerce | 5 |
| 13 | Executive, Receiving (Halal) | Halal | 4 |
| 14 | Category Buyer, Fresh (Halal) | Halal | 4 |
| 15 | Category Buyer, Foodline (Halal) | Halal | 4 |
| 16 | Category Buyer, Grocery (Halal) | Halal | 4 |
| 17 | Department Leader, Fresh (Halal) | Halal | 4 |
| 18 | Department Leader, Foodline (Halal) | Halal | 4 |
| 19 | Department Leader, Grocery (Halal) | Halal | 4 |
| 20 | Executive, Online Store | E-Commerce | 4 |
| 21 | Executive, Retail Digital Marketing | E-Commerce | 4 |
| 22 | Executive, Retail E-Business | E-Commerce | 4 |
| 23 | Executive, Retail Loss and Prevention | E-Commerce | 4 |
| 24 | Officer, Retail E-Business | E-Commerce | 3 |
| 25 | Officer, Online Store | E-Commerce | 3 |
| 26 | Officer, E-Retail Loss and Prevention | E-Commerce | 3 |
| 27 | Assistant Buyer, Foodline | Merchandise | 3 |
| 28 | Assistant Buyer, Fresh | Merchandise | 3 |
| 29 | Assistant Buyer, Grocery | Merchandise | 3 |
| 30 | Assistant Buyer, Hardline | Merchandise | 3 |
| 31 | Assistant Buyer, Personal Care | Merchandise | 3 |
| 32 | Assistant Buyer, Softline | Merchandise | 3 |

| Item | Critical Job Title | Area | Level |
|------|---|---------------|-------|
| 33 | Supervisor, Cashier | Store Support | 3 |
| 34 | Department Supervisor, Foodline | Operation | 3 |
| 35 | Department Supervisor, Fresh | Operation | 3 |
| 36 | Department Supervisor, Grocery | Operation | 3 |
| 37 | Department Supervisory, Hardline | Operation | 3 |
| 38 | Department Supervisor, Personal Care | Operation | 3 |
| 39 | Department Supervisor, Softline | Operation | 3 |
| 40 | Supervisor, Store Operation | Operation | 3 |
| 41 | Department Supervisor, Fresh (Halal) | Halal | 3 |
| 42 | Department Supervisor, Foodline (Halal) | Halal | 3 |
| 43 | Department Supervisor, Grocery (Halal) | Halal | 3 |
| 44 | Supervisor, Receiving (Halal) | Halal | 3 |
| 45 | Assistant Buyer, Fresh (Halal) | Halal | 3 |
| 46 | Assistant Buyer, Grocery (Halal) | Halal | 3 |
| 47 | Assistant Buyer, Foodline (Halal) | Halal | 3 |
| 48 | Cashier | Store Support | 2 |
| 49 | Display Artist | Store Support | 2 |
| 50 | Sales Assistant | Store Support | 2 |
| 51 | Security | Store Support | 2 |
| 52 | Store Assistant, Receiving | Store Support | 2 |
| 53 | Store Assistant, Receiving (Halal) | Halal | 2 |

From the table above, there are 12 (23%) critical job titles for Level 5 (Managerial Level), 14 (26%) critical jobs for L4 (Executive Level), 21 (40%) critical job titles for L3 (Supervisor Level)

and 6 (11%) critical job titles for L2 (Front Line or Operation Level). The most jobs in demand for retail sale in non-specialized stores are mainly from the areas of halal (42%), e-commerce (23%), operation (15%) and merchandise (11%). These two (2) areas of future job prospects are in demand because of the changes in technologies especially on the emergence of Industry 4.0 and Muslim consumer preference of halal related items such as fresh foods and groceries.

5.2 Recommendation

A framework of retail sale in non-specialized stores has been identified in the direction of Malaysia's economic plans and vision for the upcoming years. The supermarket, hypermarket, convenience and department stores are looking forward to use this Occupational Framework as a reference in furtherance of the future plans of developing skilled personnel and certifying Malaysian in this sector to improve the quality of the products and services for the benefits of the consumers, suppliers and shareholders. Therefore, specific recommendations in order to improve the competencies of personnel from this sector are as follows:

- a. The development of relevant NOSS for supermarkets, hypermarkets, convenience and department stores which are in demand and have not been developed. The list of areas recommended for NOSS development are:
 - Operations (supermarket, hypermarket, convenience and department stores)
 - Merchandise (fresh, foodline, grocery, hardline, softline and personal care)
 - Customer Care (especially for cashier and supervisor of cashier)
 - Visual Merchandising
 - Receiving
 - Halal (receiving, operations and merchandise)
 - E-commerce (online store and digital marketing)
- b. Review of exiting NOSS when required in order to meet with the latest job in demands of retail sale in non-specialized stores.
- c. Recognise and certify existing and experienced personnel such as cashiers, display artists, assistant buyers and operations supervisors through Accreditation via Prior Achievement (*Pengiktirafan Pencapaian Terdahulu – PPT*).

- d. Encourage apprenticeship training (National Dual Training System – NDTs) in the industry especially for the areas identified suitable such as merchandise, store operations, visual merchandising, customer care, halal or e-commerce.
- e. Establish smart collaboration with relevant industry lead bodies (ILB) such as Halal Development Corporation (HDC) and Malaysia Development Corporation (MDEC) toward the development of NOSS that related to halal and e-commerce.

5.3 Conclusion

The conclusion is divided according to the earlier objectives of the Occupational Framework as explained below:

a. Occupational Structure

There are ten (10) new areas 117 job titles and 53 jobs in demand that were identified for the retail sale in non-specialized stores Occupational Framework. By planning and conducting the training of personnel in the near future, it is hoped that there will be a steady flow of competence and certified workers to meet with local authorities' guidelines, changes in technologies, consumer demands on quality and halal products and continuous improvement of customer services.

b. Job Descriptions

The job descriptions for all of the job titles were obtained from the panel of experts during the Occupational Framework development sessions and these job descriptions also served as references of job scope and the required competencies for the related NOSS development.

c. Skills in Demand

The skills in demand which was highlighted by the respondents during the online survey are as follow:

- Leadership skills

- Solving complex problems skills
- Planning and organizing skills
- Customer handling skills
- Skills in applying Halal Critical Points (HCP) to non-specialized store operations
- Skills in handling online and digital businesses operations of non-specialized stores

The skills above are encouraged to be included in the training curriculum based on the respective areas to enhance the competencies of supermarket, hypermarket, convenience and department stores personnel who are geared to achieve the level of skills required to be progressive and innovative in order to satisfy customers' need and want by improving the qualities of products and services. It is, therefore the result of the research and development work of the retail sale in non-specialized stores Occupational Framework will be used as a reference in fulfilling the future plans of developing competent personnel in line with the growth of Malaysian economic.

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ANNEX I: MOSQF LEVEL DESCRIPTORS

MALAYSIAN OCCUPATIONAL SKILLS QUALIFICATIONS FRAMEWORK (MOSQF)

| LEVELS | LEVEL DESCRIPTION |
|--------|--|
| 1 | Competent in performing a range of varied work activities, most of which are routine and predictable . |
| 2 | Competent in performing a significant range of varied work activities , performed in a variety of context. Some of the activities are non-routine and required individual responsibility and autonomy. |
| 3 | Competent in performing a broad range of varied work activities , performed in a variety context, most of which are complex and non-routine . There is considerable responsibility and autonomy and control of guidance of others is often required. |
| 4 | Competent in performing a broad range of complex technical or professional work activities carried out in a wide variety of contexts and with a substantial degree of personal responsibility and autonomy. Responsibility for the work of others and allocation of resources is often present. Higher level of technical skills should be demonstrated. |
| 5 | Competent in applying a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts. Very substantial personal autonomy and often significant responsibility for the work of others and for the allocation of substantial resources feature strongly, as do personal accountabilities for analysis and diagnosis, design, planning, execution and evaluation. Specialisation of technical skills should be demonstrated. |
| 6 | Achievement at this level reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have time limited definition . It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgement . It also reflects an understanding of different perspectives, approaches of schools of thought and the theories that underpin them . |
| 7 | Achievement at this level reflects the ability to reformulate and use relevant understanding, methodologies and approaches to address problematic situations that involve many interacting factors. It includes taking responsibility for planning and developing courses of action that initiate or underpin substantial change or development, as well as exercising broad autonomy and judgement. It also reflects an understanding of theoretical relevant methodological perspectives, and how they affect their sub-area of study or work . |
| 8 | Achievement at this level reflects the ability to develop original understanding and extend an sub-area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complexes, interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves the exercise of broad autonomy, judgement and leadership in sharing responsibility for the development of a field of work or knowledge, or for creating substantial professional or organisational change. It also reflects a critical understanding of relevant theoretical and methodological perspectives and how they affect the field of knowledge or work. |

ANNEX II: LIST OF CONTRIBUTORS

LIST OF RETAIL NON – SPECIALIZEDSTORES OCCUPATIONAL FRAMEWORK DEVELOPMENT EXPERTS

| NO. | NAME | EXPERTISE | POSITION | ORGANISATION / COMPANY | MSIC GROUP |
|-----|------------------------------|---------------------|--|-----------------------------|--------------------------------------|
| 1 | Waty Noor Lily Mohd Noor | Human Resource | Manager, Human Resource Learning & Development | AEON Co. (M) Bhd | Group 471 (Non – specialized stores) |
| 2 | Poorni Sakrabani | Business Compliance | Manager, Business Compliance | AEON Co. (M) Bhd | Group 471 (Non – specialized stores) |
| 3 | Visakha Wong | Human Resource | Senior Manager, Human Resource | Parkson Corporation Sdn Bhd | Group 471 (Non – specialized stores) |
| 4 | Samsurizar Bakri | Human Resource | Executive, Recruitment | Mydin Mohamed Holdings Bhd | Group 471 (Non – specialized stores) |
| 5 | Vishnu Varthana a/l Susramy | Operation | Area Manager | Mydin Mohamed Holdings Bhd | Group 471 (Non – specialized stores) |
| 6 | Masrad Lahapin | Operation | Operation Manager | 7 Eleven Malaysia Sdn Bhd | Group 471 (Non – specialized stores) |
| 7 | Rusni Md Zin | Human Resource | Manager, Human Resource | Lulu Group Retail Sdn Bhd | Group 471 (Non – specialized store) |
| 8 | Steven Lee Teng Sun | Operation | Senior Manager, Business Operations Control | KK Supermart Sdn Bhd | Group 471 (Non – specialized store) |
| 9 | Choo Swee Hin | Operation | Regional Manager, Operations | Parkson Corporation Sdn Bhd | Group 471 (Non – specialized store) |
| 10 | Kennady Soosay | Operation | Regional Manager, Operations | Lulu Group Retail Sdn Bhd | Group 471 (Non – specialized store) |
| 11 | Mohd Mahrus bin Mohd Fairzal | Operation | Division Manager, Operation | 99 Speed Mart Sdn Bhd | Group 471 (Non – specialized store) |
| 12 | Hing Chew Chuan | Training | Division Manager, Training | 99 Speed Mart Sdn Bhd | Group 471 (Non – specialized store) |

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ANNEX III: QUESTIONNAIRE

**SURVEY ON RETAIL OF NON – SPECIALIZED STORES OCCUPATIONAL FRAMEWORK
AND PROSPECTS FOR FUTURE DIRECTION**

Dear Sir / Madam,

Assalamualaikum w.b.t and Selamat Sejahtera

In collaboration with the Department of Skills Development (DSD) of the Ministry of Human Resources, Malaysian Retail Association (MRA) through the appointment of FACTS Consultance is currently conducting an occupational analysis on the retail practices. The purpose of the survey is to identify occupational structures and job titles currently available in the retail of non – specialized sector. From the findings, it will determine whether there are occupational gaps in the career path of these personnel so that new job titles for future job prospects, or jobs in demands could be proposed in the occupational framework of the retail trade industry. All the information given will be used for the purpose of this survey only and will be strictly kept as confidential. Kindly call Puan Azlin (ILB Project Manager) at 6019 – 3134 577 if you have any clarification regarding the survey.

Survey Respondent Details

Name : _____

Job Title : _____

Organization / Company : _____

Contact Number : _____

Email Address : _____

Date : _____

Section 1 : Respondent Profile

Kindly provide the most appropriate answer for this section by ✓ in the boxes.

1. What is your age group?
 - ☐ Below 30
 - ☐ 31 – 35
 - ☐ 36 – 40
 - ☐ 40 – 45
 - ☐ 45 – 49
 - ☐ Above 50

2. What is the highest level of education you have completed?
 - ☐ Less than high school
 - ☐ High school certificate
 - ☐ Diploma
 - ☐ Degree
 - ☐ Master Degree
 - ☐ Doctoral Degree
 - ☐ Professional Degree

3. How many years of your experience in the retail trade industry?
 - ☐ Less than 5
 - ☐ 6 – 10
 - ☐ 11 – 14
 - ☐ More than 15

4. What is your current position in the organisation?
 - ☐ CEO/ CFO / President / Vice President
 - ☐ General Manager / Regional Manager
 - ☐ Head of Department
 - ☐ Manager
 - ☐ Executive
 - ☐ Others : Please specify _____

5. What is your area of expertise in retail trade industry?
(Multiple answers and you may (√) if more than one)

- ☐ Merchandising
- ☐ Purchasing
- ☐ Store Operations
- ☐ Human Resources
- ☐ Finance and Administration
- ☐ Customer Relationship
- ☐ Logistic and Warehousing
- ☐ Sales / Marketing / Advertising / Promotion
- ☐ Real Estate / Property
- ☐ Information Technology (IT)
- ☐ Others: Please specify _____

Section 2 : Business Profile

6. What is the type of your retail business entity?
- ☐ Provision
 - ☐ Supermarket
 - ☐ Mini Market
 - ☐ Hypermarket
 - ☐ Department
 - ☐ Department and Supermarket
 - ☐ Convenience
 - ☐ Others: Please specify_____
7. Approximately how many available retail branches or outlets your organisation owns?
- ☐ Less than 10
 - ☐ 10 – 50
 - ☐ 50 – 100
 - ☐ More than 100
8. Approximately how many new retail branches or outlets your organisation plans to open within 3 to 5 years?
- ☐ Less than 10
 - ☐ 10 – 30
 - ☐ 31 – 50
 - ☐ More than 50
9. Approximately how many people work in your organisation? (Not including any employees based overseas)
- ☐ Less than 100
 - ☐ 100 – 500
 - ☐ 500 – 1000
 - ☐ More than 1000
10. Approximately what is the average number of products available in your particular retail branches or outlets?
- ☐ Less than 500
 - ☐ 501 – 1000
 - ☐ 1001 – 5000
 - ☐ 5001 – 10 000
 - ☐ More than 10 001

11. Does your organisation have any e-commerce sales?

- ☐ Yes (Kindly answer the question below)
- ☐ No
- ☐ Do not know

If yes, what is the average monthly e-commerce sale of your organisation?

- ☐ Less than RM50,000
- ☐ RM50,000 – RM100,00
- ☐ RM101,000 – RM150,000
- ☐ More than RM150,001

Section 3 : Retention and Retention Difficulties

12. Please state the job titles that are available in your organisation?

| Position Level | Job Titles |
|-----------------------|-------------------|
| Managerial level | |
| Executive level | |
| Supervisory level | |
| Operations level | |
| Others | |

If Manager – what type of manager? Be specific. Example: Retail Store Manager

13. Are there any particular jobs in which you have difficulties in retaining the staff?

- ☐ Yes
- ☐ No (Go to Recruitment and Recruitment Difficulties section)
- ☐ Do not know (Go to Recruitment and Recruitment Difficulties section)

14. Which is the occupation in which you have the MOST difficulty retaining staff?

| Position Level | Job Titles |
|-----------------------|-------------------|
| Managerial level | |
| Executive level | |
| Supervisory level | |
| Operations level | |
| Others | |

If Manager – what type of manager? Be specific. Example: Retail Store Manager

15. Which of the following are the main reasons why it is difficult to retain staff in this occupation?

- ☐ Wages offered are lower than those offered by other organizations
- ☐ Geographic location of the site
- ☐ Unattractive conditions of employment
- ☐ Lack of career progression
- ☐ Long hours
- ☐ Not enough people interested in doing this type of work
- ☐ Staff don't want long term commitment

16. What are the consequences when staff is not retained in your organisation?

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Experience increased operating costs
- ☐ Have difficulties introducing new working practices
- ☐ Increase workload for other staff
- ☐ Withdraw from offering certain products or services altogether
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

Section 4 : Recruitment and Recruitment Difficulties

17. Have you recruited anyone during the last 3 months? Whether or not they are still working for you
- ☐ Yes
- ☐ No (Go to Future Job Prospect section)
- ☐ Do not know (Go to Future Job Prospect section)

18. In which specific occupations do your currently have vacancies (a vacancy) in your organisation? How many vacancies, if any do you currently have in your organisation?

| Position Level | Job Titles | No. of Vacancies |
|-------------------|------------|------------------|
| Managerial level | | |
| Executive level | | |
| Supervisory level | | |
| Operations level | | |
| Others | | |

If Manager – what type of manager? Be specific. Example: Retail Store Manager

19. What is the job vacancy (vacancies) of this occupation(s) you are proving hard to fill?

| Job Titles | Hard | Very Hard | Extremely Hard |
|------------|------|-----------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

If Manager – what type of manager? Be specific. Example: Retail Store Manager

20. What are the main causes of having a hard to fill vacancy (vacancies) for this occupation(s)?
- ☐ Too much competition from other employers
- ☐ Not enough people interested in doing this type of job
- ☐ Low number of applicants with the required skills
- ☐ Poor career progression / lack of prospects
- ☐ Job entails shift work / unsociable hours
- ☐ Seasonal work
- ☐ Remote location / Poor public transportation
- ☐ Others : Please specify
- ☐ No particular reason

21. What is the reason for this vacancy or any of these vacancies of this occupation(s) is hard to fill?
- ☐ Applicants have not been of sufficient quality
 - ☐ Because there have been few or no applicants
 - ☐ Or for both of these reasons
22. Would you say that they are have been lacking of these following?
- ☐ The skills you look for
 - ☐ The qualifications you look for
 - ☐ The work experience that you require
 - ☐ Or do applicants tend to have poor attitudes, motivation and /or personality
23. Have you found any of the following skills difficult to obtain from applicants for this occupation(s)?
- ☐ Computer literacy / basic IT skills
 - ☐ Advanced or specialist IT skills
 - ☐ Solving complex problems requiring a solution specific to the situation
 - ☐ Reading and understanding instructions, guidelines, manuals or reports
 - ☐ Writing instructions, guidelines, manuals or reports
 - ☐ Basic numerical skills and understanding
 - ☐ More complex numerical or statistical skills and understanding
 - ☐ Adapting to new equipments, materials or software
 - ☐ Specialist skills or knowledge needed to perform the role
24. Which one of the skills you had difficulty finding for these occupation(s)?
- ☐ Basic computer literacy / using IT
 - ☐ Advanced IT or software skills
 - ☐ Oral communication skills
 - ☐ Written communication skills
 - ☐ Customer handling skills
 - ☐ Team working skills
 - ☐ Problem solving skills
 - ☐ Planning and Organisation skills
 - ☐ Strategic Management skills
 - ☐ Numeracy skills
 - ☐ Literacy skills
 - ☐ Technical, practical or job specific skills
 - ☐ Any other skills. Please specify_____

25. What are the consequences of hard – to – fill vacancies to your organisation?

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Experience increased operating costs
- ☐ Have difficulties introducing new working practices
- ☐ Increase workload for other staff
- ☐ Withdraw from offering certain products or services altogether
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

Section 5 : Future Job Prospects

26. Please state future job prospects for Retail Non – specializedd Stores in your organisation if any?

Level description guideline:

- Level 1 – 2 represents Operation such as Operators, Drivers etc
- Level 3 shall represents Supervision such as Supervisor, Coordinator etc
- Level 4 shall represents Administration such as Executive, Administrator etc
- Level 5 shall represents Management such as Manager, Head of Department etc

| Position Level | Job Titles |
|-------------------|------------|
| Managerial level | |
| Executive level | |
| Supervisory level | |
| Operations level | |
| Others | |

If Manager – what type of manager? Be specific. Example: Retail Store Manager

27. What are the following skills do you feel important for the new job prospects in your organisation?

- ☐ Basic computer literacy / using IT
- ☐ Advanced IT or software skills
- ☐ Oral communication skills
- ☐ Written communication skills
- ☐ Customer handling skills
- ☐ Team working skills
- ☐ Problem solving skills
- ☐ Planning and Organisation skills
- ☐ Strategic Management skills
- ☐ Numeracy skills
- ☐ Technical, practical or job specific skills
- ☐ Any other skills. Please specify_____

28. What are the consequences if the future job prospect is unavailable in your organisation?

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Experience increased operating costs
- ☐ Have difficulties introducing new working practices
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

SURVEY ON RETAIL OF NON - SPECIALIZED STORES OCCUPATIONAL FRAMEWORK AND PROSPECTS FOR FUTURE DIRECTION

Dear Sir / Madam

Assalamualaikum w.b.t. and Selamat Sejahtera

In collaboration with the Department of Skills Development (DSD) of the Ministry of Human Resources, Malaysia Retail Association (MRA) through the appointment of FACTS Consultance is currently conducting an occupational analysis on the retail practices.

The purpose of the survey is to identify job titles that are difficult to retain, hard to recruit and future job prospects in the retail of non - specialized sector. From the findings it will determine whether there are occupational gaps in the career path of these personnel so that new job titles for future job prospects or jobs in demands could be proposed in the occupational framework of the retail trade industry.

All the information given will be used for the purpose of this survey only and will be strictly kept as confidential. Kindly call Ms Suerin Yee (MRA - Manager, Project and Marketing) at 603 - 2284 8322 or Puan Azlin (ILB Project Manager) at 6019 - 3134 577 if you have any clarification regarding the survey.

We would be very grateful if you could complete this questionnaire by 19th September 2018. Sincerely thanking you in advance of your kind co-operation and valuable time.

Saiful Anwar Abu Hasan (012 - 267 7966)
Khairul Shazely Abd Razak (012 - 203 7515)
FACTS Consultance

Skip to question 1.

Section 1: Respondent Profile

1. What is your age?

Mark only one oval.

- ☐ Below 30
- ☐ 31 - 35
- ☐ 36 - 40
- ☐ 41 - 45
- ☐ 46 - 49
- ☐ Above 50

2. What is the highest level of education do you have completed?

Mark only one oval.

- ☐ Less than high school
- ☐ High school certificate
- ☐ Diploma
- ☐ Bachelor Degree
- ☐ Master Degree
- ☐ Doctoral Degree
- ☐ Professional Degree

3. How many years of your experience in the retail trade industry?

Mark only one oval.

- ☐ Less than 5
- ☐ 6 - 10
- ☐ 11 - 14
- ☐ More than 15

4. What is your current position in the organisation?

Mark only one oval.

- ☐ CEO / CFO / President
- ☐ General Manager / Regional Manager / Vice President
- ☐ Head of Department
- ☐ Manager
- ☐ Executive
- ☐ Other: _____

5. What is your area of expertise in the retail trade industry?

Check all that apply.

- ☐ Merchandise
- ☐ Store Operations
- ☐ Human Resources
- ☐ Customer Relationships
- ☐ Sales / Marketing / Advertising / Promotion
- ☐ Other: _____

Section 2: Business Profile

6. What is the type of your business entity?

Check all that apply.

- ☐ Supermarket
- ☐ Mini Market
- ☐ Convenience Store
- ☐ Department
- ☐ Hypermarket

7. Approximately how many available retail branches or outlets your organisation own?

Mark only one oval.

- ☐ Less than 10
- ☐ 11 - 50
- ☐ 51 - 100
- ☐ More than 101

8. Approximately how many new retail branches or outlets your organisation plans to open within 3 to 5 years?

Mark only one oval.

- ☐ Less than 10
- ☐ 11 - 30
- ☐ 31 - 100
- ☐ More than 101

9. Approximately how many people work in your organisation? (Not including any employees based overseas)

Mark only one oval.

- ☐ Less than 100
- ☐ 101 - 500
- ☐ 501 - 1000
- ☐ More than 1001

10. Does your organisation have any e - commerce sales?

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Maybe

11. If yes, what is the average monthly e - commerce sales of your organisation?

Mark only one oval.

- ☐ Less than RM50,000
- ☐ RM50,001 - RM100,000
- ☐ RM100,001 - RM150,000
- ☐ More than RM150,001

Section 3: Retention and Retention Difficulties

12. Are there any particular jobs in which you have difficulties in retaining the staff?

Mark only one oval.

- ☐ Yes
- ☐ No (Go to Section 4 : Recruitment and Recruitment Difficulties Section)

13. What are the jobs of a managerial level that you have the MOST difficulty in retaining the staff ?

Mark only one oval per row.

| | Fully Retainable | Mostly Retainable | Average Retainable | Difficult to Retain | Hard to Retain |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Area Manager, Store Operation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Store Operation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Customer Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Loss Prevention and Security | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Store Planning and Setup | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Store Training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Receiving | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Visual Merchandising | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Branch Manager | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

14. What are the jobs of an executive level that you have the MOST difficulty in retaining the staff ?

Mark only one oval per row.

| | Fully Retainable | Mostly Retainable | Average Retainable | Difficult to Retain | Hard to Retain |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Floor Executive, Store Operation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Visual Merchandising | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Store Planning and Setup | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Store Training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Chief Cashier | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Loss Prevention and Security | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Receiving | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer (Hardline) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

15. What are the jobs of a supervisory level that you have the MOST difficulty in retaining the staff ?

Mark only one oval per row.

| | Fully Retainable | Mostly Retainable | Average Retainable | Difficult to Retain | Hard to Retain |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Supervisor, Store Operation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Cashier | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Officer, Loss Prevention and Security | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Officer, Store Planning and Setup | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Officer, Store Training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Receiving | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

16. What are the jobs of an operational level / a front line that you have the MOST difficulty in retaining the staff ?

Mark only one oval per row.

| | Fully Retainable | Mostly Retainable | Average Retainable | Difficult to Retain | Hard to Retain |
|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Sales Assistant | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cashier | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Security | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Display Artist | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Store Assistant, Receiving | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

17. Which of the following is the main reason why it is difficult to retain staff of these occupation?

Mark only one oval.

- ☐ Wages offered are lower than those offered by other organisations
- ☐ Geographic location of the site
- ☐ Unattractive conditions of employment
- ☐ Lack of career progression
- ☐ Long hours
- ☐ Not enough people interested in doing this type of work
- ☐ Staff don't want long term commitment
- ☐ Other: _____

18. What are the consequences when the staff of these occupations are not retained in your organisation?

Check all that apply.

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Experience increased operating costs
- ☐ Have difficulties introducing new working practices
- ☐ Increase workload for other staff
- ☐ Withdraw from offering certain products or services altogether
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

Section 4: Recruitment and Recruitment Difficulties

19. Have you recruited anyone during the last 3 months? Whether or not they are still working with you

Mark only one oval.

- ☐ Yes
- ☐ Maybe
- ☐ No (Go to Section 5 : Future Job Prospect section)

20. What are the jobs of a managerial level that is HARD for you to recruit?

Mark only one oval per row.

| | Fully Recruitable | Mostly Recruitable | Average Recruitable | Difficult to Recruit | Hard to Recruit |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Area Manager, Store Operation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Store Operation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Customer Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Loss Prevention and Security | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Store Planning and Setup | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Store Training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Receiving | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Visual Merchandising | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Branch Manager | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

21. What is the main causes of you having a hard recruitment of the managerial job (s) for your organisation?

Mark only one oval.

- ☐ Too much competition from other employers
- ☐ Not enough people interested in doing this type of job
- ☐ Low number of applicants with the required skills
- ☐ Poor career progression / lack of prospects
- ☐ Job entails shift work / unsociable hours
- ☐ Remote location / Poor public transportation
- ☐ No particular reason
- ☐ Other: _____

22. Have you found any of the following skills difficult to obtain from applicants for this managerial job(s)?

Check all that apply.

- ☐ Solving complex problems requiring a solution specific to the situation
- ☐ Writing instructions, guidelines, manuals or reports
- ☐ More complex numerical or statistical skills and understanding
- ☐ Adapting to new equipment, materials or software
- ☐ Specialist skills or knowledge needed to perform the role
- ☐ Advance or specialist IT skills

23. Which one of the following skills you had difficulty finding for this managerial job(s)?

Mark only one oval.

- ☐ Advance IT or software skills
- ☐ Customer handling skills
- ☐ Team working skills
- ☐ Problem solving skills
- ☐ Planning and organisation skills
- ☐ Strategic management skills
- ☐ Leadership skills
- ☐ Other: _____

24. What are the consequences of hard to recruit this managerial job(s) to your organisation?

Check all that apply.

- ☐ Lose business or orders to competitors
- ☐ Delay in developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Experience increased operating costs
- ☐ Have difficulties introducing new working practices
- ☐ Increase workload for other staff
- ☐ Withdraw from offering certain products or services altogether
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

25. What are the jobs of an executive level that is HARD for you to recruit?

Mark only one oval per row.

| | Fully Recruitable | Mostly Recruitable | Average Recruitable | Difficult to Recruit | Hard to Recruit |
|--|-----------------------|-----------------------|------------------------|-------------------------|-----------------------|
| Floor Executive, Store Operation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Visual Merchandising | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Store Planning and Setup | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Store Training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Chief Cashier | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Loss Prevention and Security | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Receiving | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, (Hardline) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

26. What is the main cause of you having a hard recruitment of the executive job(s) for your organisation?

Mark only one oval.

- ☐ Too much competition from other employers
- ☐ Not enough people interested in doing this type of job
- ☐ Low number of applicants with the required skills
- ☐ Poor career progression / lack of prospects
- ☐ Job entails shift work / unsociable hours
- ☐ Remote location / poor public transportation
- ☐ No particular reason
- ☐ Other: _____

27. Have you found any of the following skills difficult to obtain from applicants for this executive job(s)?

Check all that apply.

- ☐ Solving complex problems requiring a solution specific to the situation
- ☐ Writing instructions, guidelines, manuals or reports
- ☐ More complex numerical or statistical skills and understanding
- ☐ Adapting to new equipment, materials or software
- ☐ Specialist skills or knowledge needed to perform the role
- ☐ Advanced or specialist IT skills

28. Which one of the following skills you had difficulty finding for this executive job(s)?

Mark only one oval.

- ☐ Advanced IT or software skills
- ☐ Customer handling skills
- ☐ Team working skills
- ☐ Problem solving skills
- ☐ Planning and organisation skills
- ☐ Strategic management skills
- ☐ Leadership skills
- ☐ Other: _____

29. What are the consequences of hard to recruit this executive job(s) to your organisation?

Check all that apply.

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Experience increased operating costs
- ☐ Have difficulties introducing new working practices
- ☐ Increase workload for other staff
- ☐ Withdraw from offering certain products or services altogether
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

30. What are the jobs of a supervisory level that is HARD for you to recruit?

Mark only one oval per row.

| | Fully Recruitable | Mostly Recruitable | Average Recruitable | Difficult to Recruit | Hard to Recruit |
|--|-----------------------|-----------------------|------------------------|-------------------------|-----------------------|
| Supervisor, Store Operation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Cashier | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Officer, Loss Prevention and Security | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Officer, Store Planning and Setup | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Officer, Store Training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Receiving | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

31. What is the main cause of you having a hard recruitment of the supervisory job(s) for your organisation?

Mark only one oval.

- ☐ Too much competition from other employers
- ☐ Not enough people interested in doing type of job
- ☐ Low number of applicants with the required skills
- ☐ Poor career progression / lack of prospects
- ☐ Job entails shift work / unsociable hours
- ☐ Seasonal work
- ☐ Remote location / poor public transportation
- ☐ No particular reason
- ☐ Other: _____

32. Have you found any of the following skills difficult to obtain from applicants for this supervisory job(s)?

Check all that apply.

- ☐ Computer literacy
- ☐ Reading and understanding instructions, guidelines, manuals or reports
- ☐ Basic numerical skills and understanding
- ☐ Adapting to new equipment, materials or software
- ☐ Specialist skills or knowledge needed to perform the role

33. Which one of the following skills you had difficulty finding for this supervisory job(s)?

Mark only one oval.

- ☐ Basic computer literacy / using IT
- ☐ Oral communication skills
- ☐ Written communication skills
- ☐ Customer handling skills
- ☐ Team working skills
- ☐ Numeracy skills
- ☐ Literacy skills
- ☐ Technical, practical or job specific skills
- ☐ Leadership skills
- ☐ Other: _____

34. What are the consequences of hard to recruit this supervisory job(s) to your organisation?

Check all that apply.

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties introducing new working practices
- ☐ Increase workload for the other staff
- ☐ Withdraw from offering certain products or services altogether
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

35. What are the jobs of an operational level / a front line that is HARD for you to recruit?

Mark only one oval per row.

| | Fully Recruitable | Mostly Recruitable | Average Recruitable | Difficult to Recruit | Hard to Recruit |
|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Sales Assistant | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cashier | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Security | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Display Artist | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Store Assistant, Receiving | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Fresh | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Foodline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Softline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Hardline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Grocery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Personal Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

36. What is the main cause of you having a hard recruitment of the operational / front line job(s) for your organisation?

Mark only one oval.

- ☐ Too much competition from other employers
- ☐ Not enough people interested in doing this type of job
- ☐ Low number of applicants with the required skills
- ☐ Poor career progression / lack of prospects
- ☐ Job entails shift work / unsociable hours
- ☐ Seasonal work
- ☐ Remote location / poor public transportation
- ☐ No particular reason
- ☐ Other: _____

37. Have you found any of the following skills difficult to obtain from applicants for this operational / front liner job(s)?

Check all that apply.

- ☐ Computer literacy / basic IT skills
- ☐ Reading and understanding instructions, guidelines, manuals or reports
- ☐ Basic numerical skills and understanding
- ☐ Adapting to new equipment, materials or software
- ☐ Specialist skills or knowledge needed to perform

38. Which one of the following skills you had difficulty finding for this operational / front line job(s)?

Mark only one oval.

- ☐ Basic computer literacy
- ☐ Oral communication skills
- ☐ Written communication skills
- ☐ Customer handling skills
- ☐ Team working skills
- ☐ Numeracy skills
- ☐ Literacy skills
- ☐ Technical, practical or job specific skills
- ☐ Other: _____

39. What are the consequences of hard to recruit this operational / front line job(s) to your organisation?

Check all that apply.

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Increase workload for other staff
- ☐ Withdraw from offering certain products or services altogether
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

Section 5: Future Job Prospects

40. What are the future job prospects of the managerial positions (if any) and how IMPORTANT the job is to your organisation?

Mark only one oval per row.

| | Very Low Important | Low Important | Average Important | High Important | Very High Important |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Manager, Store Operation (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Fresh (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Foodline (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Receiving (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Fresh (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Grocery (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Merchandise Manager, Foodline (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Online Store | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Retail Digital Marketing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Retail E - Business | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, E - Retail Loss and Prevention | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manager, Retail Virtual Warehouse | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Department Manager, Grocery (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

41. What are the following skills do you feel important for the new job prospects of the managerial positions in your organisation?

Check all that apply.

- ☐ Advanced IT or software skills
- ☐ Team working skills
- ☐ Problem solving skills
- ☐ Planning and organisation skills
- ☐ Strategic management skills
- ☐ Leadership skills
- ☐ Technical, practical or job specific skills
- ☐ Other: _____

42. What are the consequences if the future job prospects of the managerial position is unavailable in your organisation?

Check all that apply.

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Experience increased operating costs
- ☐ Have difficulties introducing new working practices
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological changes
- ☐ No impact at all

43. What are the future job prospects of the executive positions (if any) and how IMPORTANT the job is to your organisation?

Mark only one oval per row.

| | Very Low Important | Low Important | Average Important | High Important | Very High Important |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Executive, Receiving (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Fresh (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Foodline (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Category Buyer, Grocery (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Fresh (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Foodline (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Division Leader, Grocery (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Online Store | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Retail Digital Marketing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Retail E - Business | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, E - Retail Loss and Prevention | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Executive, Retail Virtual Warehouse | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

44. What are the following skills do you feel important for the new job prospects of the executive positions in your organisation?

Check all that apply.

- ☐ Advance IT or software skills
- ☐ Team working skills
- ☐ Problem solving skills
- ☐ Planning and organisation skills
- ☐ Strategic management skills
- ☐ Leadership skills
- ☐ Technical, practical or job specific skills
- ☐ Other: _____

45. What are the consequences if the future job prospects of the executive position is unavailable in your organisation?

Check all that apply.

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Experience increased operating costs
- ☐ Have difficulties introducing new working practices
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

46. What are the future job prospects of the supervisory positions (if any) and how IMPORTANT the job is to your organisation?

Mark only one oval per row.

| | Very Low Important | Low Important | Average Important | High Important | Very High Important |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Officer, Retail E - Business | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Officer, Online Store | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Officer, E - Retail Loss and Prevention | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Fresh (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Foodline (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Grocery (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisor, Receiving (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Officer, Retail Digital Marketing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

47. What are the following skills do you feel important for the new job prospects of the supervisory positions in your organisation?

Check all that apply.

- ☐ Advance IT or software skills
- ☐ Customer handling skills
- ☐ Team working skills
- ☐ Problem solving skills
- ☐ Numeracy skills
- ☐ Technical, practical or job specified skills

48. What are the consequences if the future job prospects of the supervisory position is unavailable in your organisation?

Check all that apply.

- ☐ Lose business or orders to competitors
- ☐ Delay developing new products or services
- ☐ Have difficulties meeting quality standards
- ☐ Experience increased operating cost
- ☐ Have difficulties introducing new working practices
- ☐ Have difficulties meeting customer services objectives
- ☐ Have difficulties introducing technological change
- ☐ No impact at all

49. What are the future job prospects of the operational / front line positions (if any) and how IMPORTANT the job is to your organisation?

Mark only one oval per row.

| | Very Low Important | Low Important | Average Important | High Important | Very High Important |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Assistant Buyer, Fresh (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Grocery (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Assistant Buyer, Foodline (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Store Assistant, Receiving (Halal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

50. What are the following skills do you feel important for the new job prospects of the operational / front line positions in your organisation?

Check all that apply.

- ☐ Basic computer literacy
- ☐ Customer handling skills
- ☐ Team working skills
- ☐ Numeracy skills
- ☐ Technical, practical or job specific skills

51. What are the consequences if the future job prospects of the operational / front line position is unavailable in your organisation?

Check all that apply.

- ☐ Lose business or orders to competitors
 - ☐ Delay developing new products or services
 - ☐ Have difficulties meeting quality standards
 - ☐ Experience increased operating costs
 - ☐ Have difficulties introducing new working practices
 - ☐ Have difficulties meeting customer services objectives
 - ☐ Have difficulties introducing technological change
 - ☐ No impact at all
-

ANNEX IV: SKILLS SHORTAGE SURVEY FORM

Note: 1

A skill in demand exist where an employer finds out that the job is important to ensure the products and services are meet with company's operation procedures, local authorities standards requirements and customers' need. This is especially when the demand for workers for a particular job position who competent and qualified, available and willing to work under existing market conditions.

Note 2:

As a guide, the definition of seriousness is the percentage of vacancies for a particular job position not filled:

| | | |
|----------------|-----------|--|
| Not Serious | 0% - 5% | Operation runs as normal |
| Fairly Serious | 6% - 10% | Manageable and does not disrupt operations |
| Average | 11% - 15% | Moderate and less disrupt operations |
| Serious | 16% - 20% | Increase operating costs |
| Very Serious | Above 20% | Lose business to competitors |

| Area | Job Title | Level | Level of Skills In Demand | | | | |
|---------------|---------------------------------------|-------|---------------------------|----------------|---------|---------|--------------|
| | | | Not Serious | Fairly Serious | Average | Serious | Very Serious |
| Operation | Department Manager, Fresh | L5 | 2 | 11 | 14 | 5 | 0 |
| | Department Manager, Foodline | L5 | 2 | 10 | 18 | 1 | 0 |
| | Department Manager, Softline | L5 | 2 | 11 | 18 | 0 | 1 |
| | Department Manager, Hardline | L5 | 3 | 11 | 18 | 0 | 1 |
| | Department Manager, Grocery | L5 | 3 | 13 | 16 | 0 | 0 |
| | Department Manager, Personal Care | L5 | 3 | 12 | 17 | 1 | 0 |
| | Operation Manager | L5 | 4 | 15 | 14 | 0 | 0 |
| | Branch Manager | L5 | 3 | 11 | 18 | 2 | 1 |
| | Department Leader, Fresh | L4 | 4 | 9 | 9 | 7 | 2 |
| | Department Leader, Foodline | L4 | 4 | 10 | 10 | 5 | 2 |
| | Department Leader, Softline | L4 | 4 | 11 | 13 | 3 | 3 |
| | Department Leader, Hardline | L4 | 5 | 11 | 12 | 3 | 3 |
| | Department Leader, Grocery | L4 | 3 | 11 | 12 | 4 | 1 |
| | Department Leader, Personal Care | L4 | 3 | 12 | 11 | 3 | 1 |
| | Store Manager | L4 | 4 | 15 | 15 | 0 | 0 |
| | Floor Executive | L4 | 3 | 14 | 13 | 4 | 4 |
| | Department Supervisor, Fresh | L3 | 2 | 5 | 11 | 6 | 5 |
| | Department Supervisor, Foodline | L3 | 4 | 7 | 13 | 3 | 3 |
| | Department Supervisor, Softline | L3 | 4 | 6 | 15 | 3 | 4 |
| | Department Supervisor, Hardline | L3 | 3 | 8 | 15 | 3 | 4 |
| | Department Supervisor, Grocery | L3 | 2 | 10 | 13 | 2 | 4 |
| | Department Supervisor, Personal Care | L3 | 2 | 12 | 13 | 6 | 5 |
| | Supervisor, Store Operation | L3 | 2 | 7 | 13 | 16 | 2 |
| | Sales Assistant | L2 | 3 | 5 | 7 | 12 | 3 |
| Merchandise | Merchandise Manager, Fresh | L5 | 2 | 10 | 14 | 4 | 0 |
| | Merchandise Manager, Foodline | L5 | 2 | 12 | 17 | 1 | 0 |
| | Merchandise Manager, Softline | L5 | 2 | 12 | 17 | 1 | 0 |
| | Merchandise Manager, Hardline | L5 | 3 | 13 | 15 | 1 | 0 |
| | Merchandise Manager, Grocery | L5 | 3 | 14 | 14 | 2 | 0 |
| | Merchandise Manager, Personal Care | L5 | 3 | 13 | 14 | 2 | 0 |
| | Category Buyer, Fresh | L4 | 2 | 11 | 14 | 1 | 3 |
| | Category Buyer, Foodline | L4 | 2 | 14 | 11 | 0 | 3 |
| | Category Buyer, Softline | L4 | 3 | 14 | 12 | 0 | 2 |
| | Category Buyer, Hardline | L4 | 1 | 13 | 17 | 1 | 2 |
| | Category Buyer, Grocery | L4 | 2 | 13 | 12 | 0 | 3 |
| | Category Buyer, Personal Care | L4 | 2 | 12 | 11 | 1 | 3 |
| | Assistant Buyer, Fresh | L3 | 1 | 4 | 11 | 8 | 6 |
| | Assistant Buyer, Foodline | L3 | 1 | 4 | 13 | 7 | 5 |
| | Assistant Buyer, Softline | L3 | 0 | 7 | 15 | 5 | 5 |
| | Assistant Buyer, Hardline | L3 | 1 | 6 | 15 | 5 | 5 |
| | Assistant Buyer, Grocery | L3 | 1 | 5 | 13 | 6 | 5 |
| | Assistant Buyer, Personal Care | L3 | 1 | 6 | 13 | 5 | 5 |
| Store Support | Manager, Store Planning and Setup | L5 | 1 | 14 | 18 | 0 | 0 |
| | Manager, Store Training | L5 | 1 | 16 | 16 | 0 | 0 |
| | Manager, Receiving | L5 | 3 | 12 | 14 | 2 | 0 |
| | Manager, Visual Merchandising | L5 | 2 | 13 | 17 | 1 | 2 |
| | Manager, Customer Care | L5 | 2 | 12 | 18 | 3 | 0 |
| | Manager, Loss Prevention and Security | L5 | 2 | 13 | 17 | 1 | 2 |
| | Executive, Store Planning and Setup | L4 | 3 | 12 | 12 | 1 | 2 |

| Area | Job Title | Level | Level of Skills In Demand | | | | |
|------------|--|-------|---------------------------|----------------|---------|---------|--------------|
| | | | Not Serious | Fairly Serious | Average | Serious | Very Serious |
| | Executive, Store Training | L4 | 3 | 11 | 15 | 1 | 2 |
| | Executive, Receiving | L4 | 2 | 13 | 11 | 6 | 1 |
| | Executive, Visual Merchandising | L4 | 3 | 13 | 10 | 5 | 1 |
| | Chief Cashier | L4 | 4 | 8 | 13 | 7 | 2 |
| | Executive, Loss Prevention and Security | L4 | 2 | 11 | 11 | 8 | 2 |
| | Officer, Store Planning and Setup | L3 | 3 | 9 | 13 | 0 | 4 |
| | Officer, Store Training | L3 | 1 | 11 | 15 | 0 | 4 |
| | Supervisor, Receiving | L3 | 4 | 9 | 14 | 2 | 4 |
| | Visual Merchandising Assistant | L3 | 0 | 0 | 11 | 0 | 0 |
| | Supervisor, Cashier | L3 | 2 | 8 | 14 | 6 | 6 |
| | Officer, Loss Prevention and Security | L3 | 2 | 9 | 14 | 4 | 5 |
| | Store Assistant, Receiving | L2 | 1 | 6 | 10 | 11 | 7 |
| | Display Artist | L2 | 1 | 4 | 13 | 7 | 6 |
| | Cashier | L2 | 2 | 4 | 10 | 7 | 6 |
| | Security | L2 | 0 | 5 | 9 | 10 | 12 |
| Halal | Manager, Receiving (Halal) | L5 | 3 | 6 | 6 | 13 | 4 |
| | Manager, Store Operation (Halal) | L5 | 3 | 3 | 5 | 13 | 9 |
| | Department Manager, Fresh (Halal) | L5 | 3 | 5 | 5 | 11 | 8 |
| | Department Manager, Foodline (Halal) | L5 | 3 | 4 | 5 | 13 | 7 |
| | Department Manager, Grocery (Halal) | L5 | 13 | 5 | 15 | 4 | 1 |
| | Merchandise Manager, Fresh (Halal) | L5 | 5 | 4 | 4 | 11 | 7 |
| | Merchandise Manager, Foodline (Halal) | L5 | 3 | 3 | 6 | 12 | 7 |
| | Merchandise Manager, Grocery (Halal) | L5 | 4 | 3 | 10 | 13 | 7 |
| | Executive, Receiving (Halal) | L4 | 4 | 4 | 10 | 11 | 4 |
| | Department Leader, Fresh (Halal) | L4 | 4 | 4 | 7 | 11 | 5 |
| | Department Leader, Foodline (Halal) | L4 | 4 | 4 | 7 | 12 | 5 |
| | Department Leader, Grocery (Halal) | L4 | 4 | 4 | 7 | 12 | 5 |
| | Category Buyer, Fresh (Halal) | L4 | 4 | 5 | 5 | 11 | 6 |
| | Category Buyer, Foodline (Halal) | L4 | 3 | 4 | 7 | 13 | 4 |
| | Category Buyer, Grocery (Halal) | L4 | 4 | 4 | 5 | 13 | 5 |
| | Department Supervisor, Receiving (Halal) | L3 | 3 | 4 | 11 | 9 | 6 |
| | Department Supervisor, Fresh (Halal) | L3 | 3 | 4 | 7 | 10 | 7 |
| | Department Supervisor, Foodline (Halal) | L3 | 2 | 3 | 8 | 11 | 6 |
| | Department Supervisor, Grocery (Halal) | L3 | 3 | 3 | 9 | 11 | 5 |
| | Assistant Buyer, Fresh (Halal) | L3 | 3 | 3 | 8 | 9 | 11 |
| E-commerce | Assistant Buyer, Foodline (Halal) | L3 | 2 | 3 | 7 | 10 | 9 |
| | Assistant Buyer, Grocery | L3 | 3 | 3 | 8 | 12 | 8 |
| | Store Assistant, Receiving (Halal) | L3 | 3 | 4 | 7 | 12 | 7 |
| | Manager, Online Store | L5 | 2 | 4 | 10 | 12 | 6 |
| | Manager, Retail Digital Marketing | L5 | 2 | 4 | 11 | 12 | 5 |
| | Manager, Retail E-Business | L5 | 2 | 4 | 11 | 11 | 5 |
| | Manager, E-Retail Loss and Prevention | L5 | 3 | 4 | 6 | 11 | 5 |
| | Manager, Retail Virtual Warehouse | L5 | 3 | 2 | 11 | 13 | 5 |
| | Executive, Online Store | L4 | 2 | 3 | 11 | 12 | 5 |
| | Executive, Retail Digital Marketing | L4 | 2 | 3 | 10 | 14 | 4 |
| | Executive, Retail E-Business | L4 | 2 | 0 | 12 | 11 | 4 |
| | Executive, E-Retail Loss and Prevention | L4 | 3 | 3 | 14 | 11 | 5 |
| | Executive, Retail Virtual Warehouse | L4 | 3 | 13 | 10 | 2 | 2 |
| | Officer, Online Store | L3 | 1 | 5 | 15 | 8 | 4 |
| | Officer, Retail Digital Marketing | L3 | 5 | 10 | 11 | 2 | 2 |
| | Officer, Retail E-Business | L3 | 2 | 4 | 15 | 8 | 5 |
| | Officer, E-Retail Loss and Prevention | L3 | 1 | 5 | 14 | 8 | 5 |
| | Officer, Retail Virtual Warehouse | L3 | 5 | 15 | 11 | 0 | 0 |

ANNEX V: OCCUPATIONAL STRUCTURE

| | | | | | | |
|------------------|---|----------------------------------|----------------------------------|----------------------------------|---------------------------------|---------------------------------------|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | | | | |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | | | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | | | | |
| Sub-Group | G47193 – Hypermarket | | | | | |
| Area | Operations | | | | | |
| Sub-Area | Fresh | Foodline | Softline | Hardline | Grocery | Personal Care |
| Level 8 | Director, Operations | | | | | |
| Level 7 | General Manager, Operations | | | | | |
| Level 6 | Store General Manager | | | | | |
| Level 5 | Department Manager, Fresh | Department Manager, Foodline | Department Manager, Softline | Department Manager, Hardline | Department Manager, Grocery | Department Manager, Personal Care |
| Level 4 | Department Leader, Fresh | Department Leader, Foodline | Department Leader, Softline | Department Leader, Hardline | Department Leader, Grocery | Department Leader, Personal Care |
| Level 3 | Department Supervisor, Fresh* | Department Supervisor, Foodline* | Department Supervisor, Softline* | Department Supervisor, Hardline* | Department Supervisor, Grocery* | Department Supervisor, Personal Care* |
| Level 2 | Sales Assistant* | | | | | |
| Level 1 | No Level | | | | | |

***Critical Job**

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
|-----------|--|---|--|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Sub-Group | G47114 – Convenience Store | G47191 – Department Store | G47112 – Supermarket |
| Area | Outlet Operations | Department Operations | Supermarket Operations |
| Level 8 | Director, Operation | Director, Operation | Director, Operation |
| Level 7 | General Manager, Store Operation | General Manager, Department Store Operation | General Manager, Supermarket Operation |
| Level 6 | Area Manager | Area Manager | Area Manager |
| Level 5 | Operation Manager | Branch Manager | Branch Manager |
| Level 4 | Store Manager | Floor Executive, Department | Floor Executive, Supermarket |
| Level 3 | Supervisor, Store Operation* | Supervisor, Department Operation | Supervisor, Supermarket Operation |
| Level 2 | Sales Assistant* | | |
| Level 1 | No Level | | |

***Critical Job**

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | | | | |
|-----------|--|-------------------------------|-------------------------------|-------------------------------|------------------------------|------------------------------------|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | | | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | | | | |
| Sub-Group | G47193 – Hypermarket | | | | | |
| Area | Merchandise | | | | | |
| Sub-Area | Fresh | Foodline | Softline | Hardline | Grocery | Personal Care |
| Level 8 | Director, Merchandise | | | | | |
| Level 7 | General Manager, Merchandise | | | | | |
| Level 6 | Head of Department, Merchandise | | | | | |
| Level 5 | Merchandise Manager, Fresh | Merchandise Manager, Foodline | Merchandise Manager, Softline | Merchandise Manager, Hardline | Merchandise Manager, Grocery | Merchandise Manager, Personal Care |
| Level 4 | Category Buyer, Fresh | Category Buyer, Foodline | Category Buyer, Softline | Category Buyer, Hardline | Category Buyer, Grocery | Category Buyer, Personal Care |
| Level 3 | Assistant Buyer, Fresh* | Assistant Buyer, Foodline* | Assistant Buyer, Softline* | Assistant Buyer, Hardline* | Assistant Buyer, Grocery* | Assistant Buyer, Personal Care* |
| Level 2 | No Level | | | | | |
| Level 1 | No Level | | | | | |

***Critical Job**

| | | | |
|------------------|---|-------------------------------|------------------------------------|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Sub-Group | G47114 – Convenience Store | | |
| Area | Merchandise | | |
| Sub-Area | Fresh | Foodline | Personal Care |
| Level 8 | Director, Merchandise | | |
| Level 7 | General Manager, Merchandise | | |
| Level 6 | Head of Department, Merchandise | | |
| Level 5 | Merchandise Manager, Fresh | Merchandise Manager, Foodline | Merchandise Manager, Personal Care |
| Level 4 | Category Buyer, Fresh | Category Buyer, Foodline | Category Buyer, Personal Care |
| Level 3 | Assistant Buyer, Fresh* | Assistant Buyer, Foodline* | Assistant Buyer, Personal Care* |
| Level 2 | No Level | No Level | No Level |
| Level 1 | No Level | | |

***Critical Job**

| | | |
|------------------|---|-------------------------------|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | |
| Group | G471 – Retail Sale in Non-Specialized Stores | |
| Sub-Group | G47191 – Department Store | |
| Area | Merchandise | |
| Sub-Area | Softline | Hardline |
| Level 8 | Director, Merchandise | |
| Level 7 | General Manager, Merchandise | |
| Level 6 | Head of Department, Merchandise | |
| Level 5 | Merchandise Manager, Fresh | Merchandise Manager, Foodline |
| Level 4 | Category Buyer, Fresh | Category Buyer, Foodline |
| Level 3 | Assistant Buyer, Fresh* | Assistant Buyer, Foodline* |
| Level 2 | No Level | No Level |
| Level 1 | No Level | |

***Critical Job**

| | | | |
|------------------|---|----------------------------------|---------------------------------|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Sub-Group | G47112 – Supermarket | | |
| Area | Merchandise | | |
| Sub-Area | Fresh | Foodline | Grocery |
| Level 8 | Director, Merchandise | | |
| Level 7 | General Manager, Merchandise | | |
| Level 6 | Head of Department, Merchandise | | |
| Level 5 | Merchandise Manager, Fresh | Merchandise Manager, Foodline | Merchandise Manager, Grocery |
| Level 4 | Category Buyer, Fresh | Category Buyer, Foodline | Category Buyer, Grocery |
| Level 3 | Assistant Buyer, Fresh* | Assistant Buyer, Foodline* | Assistant Buyer, Grocery* |
| Level 2 | No Level | No Level | No Level |
| Level 1 | No Level | | |

***Critical Job**

| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | | | | |
|----------|--|------------------------------------|-------------------------------|--|-----------------------------------|--|
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | | | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | | | | |
| Area | Store Support | | | | | |
| Sub-Area | Store Planning and Setup | Store Training | Receiving | Visual Merchandising | Customer Care | Loss Prevention and Security |
| Level 8 | Executive Director | | | | | |
| Level 7 | General Manager | | | | | |
| Level 6 | Head of Department, Store Planning and Setup | Head of Department, Store Training | Head of Department, Receiving | Head of Department, Visual Merchandising | Head of Department, Customer Care | Head of Department, Loss Prevention and Security |
| Level 5 | Manager, Store Planning and Setup | Manager, Store Training | Manager, Receiving | Manager, Visual Merchandising | Manager, Customer Care | Manager, Loss Prevention and Security |
| Level 4 | Executive, Store Planning and Setup | Executive, Store Training | Executive, Receiving | Executive, Visual Merchandising | Chief Cashier | Executive, Loss Prevention and Security |
| Level 3 | Officer, Store Planning and Setup | Officer, Store Training | Supervisor, Receiving | Visual Merchandising Assistant | Supervisor, Cashier* | Officer, Loss Prevention and Security |
| Level 2 | No Level | No Level | Store Assistant, Receiving* | Display Artist* | Cashier* | Security* |
| Level 1 | No Level | | | | | |

*Critical Job

| | |
|-----------------|---|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles |
| Group | G471 – Retail Sale in Non-Specialized Stores |
| Area | Receiving (Halal) |
| Level 5 | Manager, Receiving (Halal)* |
| Level 4 | Executive, Receiving (Halal)* |
| Level 3 | Supervisor, Receiving (Halal)* |
| Level 2 | Store Assistant, Receiving (Halal)* |
| Level 1 | No Level |

***Critical Job**

| | |
|------------------|---|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles |
| Group | G471 – Retail Sale in Non-Specialized Stores |
| Sub-Group | G47114 – Convenience Store |
| Area | Outlet Operation (Halal) |
| Level 5 | Manager, Store Operation (Halal)* |
| Level 4 | Not Available |
| Level 3 | No Level |
| Level 2 | No Level |
| Level 1 | No Level |

***Critical Job**

| | | | |
|------------------|---|--|---|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Sub-Group | G47193 – Hypermarket | | |
| Area | Operations (Halal) | | |
| Sub-Area | Fresh | Foodline | Grocery |
| Level 5 | Department Manager, Fresh (Halal)* | Department Manager, Foodline (Halal)* | Department Manager, Grocery (Halal) |
| Level 4 | Department Leader, Fresh (Halal)* | Department Leader, Foodline (Halal)* | Department Leader, Grocery (Halal)* |
| Level 3 | Department Supervisor, Fresh (Halal)* | Department Supervisor, Foodline (Halal)* | Department Supervisor, Grocery (Halal)* |
| Level 2 | No Level | | |
| Level 1 | No Level | | |

***Critical Job**

| | | | |
|------------------|---|--|---------------------------------------|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | |
| Sub-Group | G47193 – Hypermarket, G47112 – Supermarket | | |
| Area | Merchandise (Halal) | | |
| Sub-Area | Fresh | Foodline | Grocery |
| Level 5 | Merchandise Manager, Fresh (Halal)* | Merchandise Manager, Foodline (Halal)* | Merchandise Manager, Grocery (Halal)* |
| Level 4 | Category Buyer, Fresh (Halal)* | Category Buyer, Foodline (Halal)* | Category Buyer, Grocery (Halal)* |
| Level 3 | Assistant Buyer, Fresh (Halal)* | Assistant Buyer, Foodline (Halal)* | Assistant Buyer, Grocery (Halal)* |
| Level 2 | No Level | No Level | No Level |
| Level 1 | No Level | | |

***Critical Job**

| | | | | | |
|-----------------|---|--------------------------------------|-------------------------------|--|-------------------------------------|
| Section | G – Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles | | | | |
| Division | G47 – Retail Trade, Except of Motor Vehicles and Motorcycles | | | | |
| Group | G471 – Retail Sale in Non-Specialized Stores | | | | |
| Area | E-Commerce | | | | |
| Sub-Area | Online Store | Digital Marketing | E-Business | E-Retail Loss and Prevention | Virtual Warehouse |
| Level 5 | Manager, Online Store* | Manager, Retail Digital Marketing* | Manager, Retail E-Business* | Manager, E – Retail Loss and Prevention* | Manager, Retail Virtual Warehouse* |
| Level 4 | Executive, Online Store* | Executive, Retail Digital Marketing* | Executive, Retail E-Business* | Executive, E – Retail Loss and Prevention* | Executive, Retail Virtual Warehouse |
| Level 3 | Officer, Online Store* | Officer, Retail Digital Marketing | Officer, Retail E-Business* | Officer, E – Retail Loss and Prevention* | Officer, Retail Virtual Warehouse |
| Level 2 | No Level | | | | |
| Level 1 | No Level | | | | |

***Critical Job**

ANNEX VI: JOB DESCRIPTION

DIRECTOR, OPERATION (LEVEL 8)

This role may also be called: Category Director

A Director, Operation is responsible to report to the Board of Director on the Retail Store Operation and proposing recommendation for operational improvement and sustainability of overall business operations.

Responsibilities may include:

- Establish business plans and disseminate decision on operational matters to Board of Directors
- Present proposals on operation matters for improvement to Board of Directors
- Review business operations to meet the current business needs.
- Review and propose current and future challenges of retails operation
- Creates and establish functional and specific operational strategies to increase profit
- Review and finalise budget, policies and procedure to support the functional infrastructure related to operational activities.
- Ensure execution and implementation of all business initiatives to drive sales growth
- Interpret and review company-wide Profit and Loss including cost of goods sold and operating expenses.
- Interpret and propose on the current Market Local Spending Trend to meet the future needs

Director of Operation requires:

Knowledge

- Business Local and International Market Scenario
- Financial local Business Scenario
- Updating on the current Government policy.

Skills

- Situational Leadership.
- Strategic Thinking
- Charismatic Leadership

Attributes

- Mindset of Excellence
- Mindset of Vision
- Infinity of Commitment

DIRECTOR, MERCHANDISE (LEVEL 8)

This role may also be called: Category Director

Director of Merchandise is responsible to report to the Board of Director on the Retail Store inventories and merchandise within the organisation and decision for Merchandising layout, Planogram and Merchandising listing for current and future needs.

Responsibilities may include:

- Disseminate plans and decision of Board of Director on merchandising matters.
- Present proposal to Board of Directors on matters for improvement
- Review and evaluate business merchandising program to meet the business needs.
- Review and propose current and future challenges of merchandising operation
- Create and Propose functional and specific merchandising strategies to increase sales and profit
- Propose and review budget, policies and procedure to support the functional infrastructure related to merchandising activities.
- Ensure execution and implementation of all merchandising initiatives to drive sales growth
- Interpret and review Companywide the effectiveness including merchandising operating expenses.
- Interpret and propose on the current local market merchandising scenario and trend to meet the future needs

Director of Merchandiser requires:

Knowledge

- Business Local and International Market Scenario
- Financial local Business Scenario
- Current Government policy.

Skills

- Situational Leadership.
- Strategic Thinking
- Charismatic Leadership

Attributes

- Mindset of Excellence
- Mindset of Vision
- Infinity of Commitment

GENERAL MANAGER, OPERATION (LEVEL 7)

This role may also be called: Senior Manager, Assistant Director

A General Manager, Operation is responsible to report to the Director of Operations on the Retails Store Operation and proposing recommendation for operational improvement and sustainability of overall business operations.

Responsibilities may include:

- Propose business plans on operational matters to Director of Operation
- Analyse current operation and propose on operation matters for improvement
- Evaluate business operations to meet the current and future business needs.
- Analyse current and future challenges of retails operation
- Propose functional and specific operational strategies to increase profit
- Analyse and propose operational budget according to policies and procedures.
- Propose, execute and implement all initiatives to drive Sales Growth
- Prepare annual budget for operational expenditures
- Ensure overall cost of goods sold and operating expenses according to budget
- Perform retail market research and propose marketing strategies

General Manager, Operation needs:

Knowledge

- Retail Operation Management
- Local and International Retail Market Scenario
- Current Government policies and regulations on business operations

Skills

- Situational Leadership.
- Strategic Thinking
- Charismatic Leadership

Attributes

- Mindset of Excellence
- Mindset of Vision
- Infinity of Commitment

GENERAL MANAGER, MERCHANDISE (LEVEL 7)

This role may also be called: Category General Manager

General Manager of Merchandise is responsible to report to Director of Merchandise on the Retails Store inventories and merchandise within the organisation and proposing recommendation for Merchandising layout, Planogram and Merchandising listing for current and future needs.

Responsibilities may include:

- Develop business merchandising program to meet the business needs.
- Propose merchandising layout, planogram and merchandising listing for current and future needs
- Analyse current and future challenges of merchandising operation
- Develop business operation merchandising strategies to increase sales and profit
- Prepare overall budget related to merchandising activities.
- Ensure all merchandising operations follows set policies and procedure
- Propose, execute and implement all merchandising initiatives to drive sales growth
- Implement cost control and analyse the effectiveness including merchandising operating expenses.
- Analyse current local market merchandising scenario and trend to meet the future needs

General Manager, Merchandise needs:

Knowledge

- Business Local and International Market Scenario
- Government policies and regulations on retail merchandising.
- Retail management

Skills

- Strategic Management
- Analytical skills
- Cost control

Attributes

- Mindset of Excellence
- Mindset of Vision
- Infinity of Commitment

GENERAL MANAGER, STORE OPERATION (LEVEL 7)

This role may also be called:

A General Manager, Store Operation is responsible on the overall Retail Store Operation and proposing recommendation for operational improvement and sustainability of overall retail store business operations.

Responsibilities may include:

- Propose business plans on operational matters to top management
- Analyse current operation and propose on operation matters for improvement
- Evaluate business operations to meet the current and future business needs.
- Analyse current and future challenges of retail store operation
- Propose functional and specific operational strategies to increase profit
- Analyse and propose operational budget according to policies and procedures.
- Propose, execute and implement all initiatives to drive Sales Growth
- Prepare annual budget for retail store operational expenditures
- Ensure overall cost of goods sold and operating expenses according to budget
- Perform retail market research and propose marketing strategies

General Manager Store Operation needs:

Knowledge

- Retail Operation Management
- Local and International Retail Market Scenario
- Current Government policies and regulations on business operations

Skills

- Strategic Management
- Analytical skills
- Cost control

Attributes

- Mindset of Excellence
- Mindset of Vision
- Infinity of Commitment

GENERAL MANAGER (LEVEL 7)

This role may also be called:

A General Manager responsible to establish organizational goals, performance objectives, guidelines and best practices that are based on Company Policy and strive towards achieving them and proposing operational improvement and sustainability of overall business operations. General Manager normally reports to Executive Director.

Responsibilities may include:

- Oversee store operation receiving according to SOP
- Lead in the Visual Merchandising program
- Plan and manage store promotions.
- Design and maintain a marketing campaign within budget to maximize local involvement and increase sales
- Monitor overall store conditions to meet customer service objectives and budgetary goals.
- Direct and maintain inventory, product mix, and merchandising standards sufficient to meet organizational ends and goals.
- Evaluate and identify customer service needs and develop necessary training to ensure the store provides outstanding customer service to its customers.
- Hire management staff and oversee hiring of all other staff.
- Conduct training needs analysis and develop staff training plan, pay scale, position descriptions, staffing structure, orientation process, employee benefits and policy manual to ensure that organizational training needs are met.
- Implement required programs, manage and monitor compliance with applicable federal and state health and safety laws.
- Ensure that all staff are trained in and follow all organizational safety procedures and guidelines.
- Ensure that the store provides a safe work environment for all staff and customers.
- Lead and manage the store loss and prevention activities
- Participate in and oversee the preparation of all annual budgets.
- Oversee the monitoring and managing of all staffs and other controllable expenditures within budget

A General Manager needs:

Knowledge

- Retail Operation Management
- Local and International Retail Market Scenario
- Current Government policies and regulations on business operations

Skills

- Situational Leadership.
- Strategic Thinking
- Charismatic Leadership

Attributes

- Mindset of Excellence
- Mindset of Vision
- Infinity of Commitment

GENERAL MANAGER, STORE OPERATION (LEVEL 7)

This role may also be called:

A General Manager, Store Operation whether in Convenience Store, Departmental Store or Supermarket is responsible on the overall Retail Store Operations by establishing work scheduling, purchasing plan, pricing policies and marketing strategies and ensuring safe and clean store environment.

Responsibilities may include:

- Complete store operational requirements by scheduling and assigning employees; following up on work results.
- Maintain inventory by implementing purchasing plans and staying in contact with vendors
- Achieve financial objectives by preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Identify current and future customer requirements by establishing rapport with potential and actual customers and other persons in a position to understand service requirements.
- Ensure availability of merchandise and services by approving contracts; maintaining inventories.
- Formulate pricing policies by reviewing merchandising activities; determining additional needed sales promotion; authorizing clearance sales; studying trends.
- Market merchandise by studying advertising, sales promotion, and display plans; analyzing operating and financial statements for profitability ratios.
- Secure merchandise by implementing security systems and measures.
- Protect employees and customers by providing a safe and clean store environment.
- Maintain the stability and reputation of the store by complying with legal requirements.
- Determine marketing strategy changes by reviewing operating and financial statements and departmental sales records.
- Maintain operations by initiating, coordinating, and enforcing program, operational, and personnel policies and procedures.
- Manage all controllable costs to keep operation profitable

Store General Manager needs:

Knowledge

- Retail Store Operation Management
- Customer Relation Management
- Government policies and regulations on retail business operations

Skills

- Proficiency in hiring and training sales team
- Expertise in sales techniques
- Cost control

Attributes

- Ability to give direction and develop internal personnel
- Ability to set sales goal for the store, make budget, and set work load priorities.
- Good leadership

AREA MANAGER (LEVEL 6)

This role may also be called:

Area Manager responsible for a number of stores in an allocation area. They also responsible to manage and assume overall responsibility for the success of their stores by directing all operational aspect each store and driving sales while minimizing cost.

Responsibilities may include:

- Set Sales Targets for the entire respective outlet and regularly monitor to make sure they all can achieve target that already been given.
- Lead a team of store managers towards effective collaboration and attainment of goals
- Maintain and increasing standards of customer service and make all outlet is under control and ensure all outlet is given a good role to their customer
- Establish and control the training and development of staff
- Ensure all outlets is fully operating according to company policies and operational guidelines
- Create and maintain performance and sales and report to management the result
- Responsible for setting the sales and operational goals and expectation achieved through regular monitoring.
- Ensure the store managers and their staff keeps stores to the highest possible standard, being well organized and properly merchandised at all times, and that all policies, procedures and control are followed.

Area Manager needs:

Knowledge

- Retail operation management
- Excellent problem – solving ability
- Sales, marketing and customer service management

Skills

- Confidence, drive an enthusiasm
- Decision making ability and a sense of responsibility
- Planning & organizational skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility
- The ability to work under pressure

HEAD OF DEPARTMENT, MERCHANDISE (LEVEL 6)

This role may also be called: Category Manager

A Head of Department, Merchandise for Hypermarket, Convenience Store, Department Store or Supermarket is responsible in planning and monitoring whole merchandising operation in ensuring all merchandising activities such as merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Develop annual business plan for merchandising department
- Analyse feasibility studies, review and decides on merchandise assortment, mix and concept.
- Monitor overall supply chain management and supplier performance
- Establishes goods sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and holds fresh goods discussions with store management in formulating improvement plans on turnover.
- Reviews fresh goods sales performance with vendors in improving, expanding sales performance
- Monitors department sales performance and determine merchandise pricing and stock turnover level guidelines
- Analyse customers' buying behavior and buying pattern in establishing sales and promotion strategies.
- Monitor the whole department staff and management operations to ensure all works are done according to SOP and business targets.

A Head of Department, Merchandise needs:

Knowledge

- Business processes of retail merchandising
- Standards of merchandise
- Rules and regulations on merchandising
- Human Resource Management

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good Leadership
- High level of dedication and responsibility

HEAD OF DEPARTMENT, STORE PLANNING AND SETUP (LEVEL 6)

This role may also be called:

Head of Department, Store Planning and Setup responsible to planning, designing and monitoring new retail store set up operation, business needs and budgets in Hypermarket, Supermarket, Department Store and Convenience Store.

Responsibilities may include

- Lead store planning and design initiatives for new and remodel stores and special projects.
- Build and maintains relationships with key stakeholders and decide on store design layouts that are brand appropriate and operationally effective.
- Establish contract agreements with contractors and vendors
- Monitor external architects, design consultants and vendors performance to ensure according to contract agreements.
- Research current trends in retail design and architecture.
- Lead in design reviews of shop drawings, graphic programs, and merchandising systems to ensure design intent is met and brand integrity is maintained.
- Review of final proposal for each project to ensure according to budget and business requirements.

Head of Department, Store Planning and Setup needs:

Knowledge

- Retail store design
- Warehouse and Inventory system
- CAD System

Skills

- Excellent written, communication, presentation, and documentation skills
- Excellent verbal and written communication skills.
- Excellent analytical and problem-solving skills.
- Strong organizational skills; ability to plan, prioritize, and multi-task.

Attributes

- Highly organized and flexible with ability to take initiative, multitask, and prioritize projects
- Must thrive in a fast-paced environment and work both independently and closely with others.
- Good leadership

HEAD OF DEPARTMENT, STORE TRAINING (LEVEL 6)

This role may also be called:

Head of Department, Store Training is responsible for designing and executing orientation and training for retail outlet. They also conduct onboarding training sessions for new staffs.

Responsibilities may include:

- Specialize design training programs to helps new hires and to introduce new SOP and company policies
- Guide new staffs and help them to conduct and administer programs that train employee and improve their skills and knowledge.
- Observe how sales people and cashier interact with customer to identify areas of improvement
- Apply various training techniques example case study and group activity.
- Develop programs on enhancing employee skills, performance, productivity and quality of work
- Identify and assess future and current training need through job analysis, careers paths, annual performance and consultation with Area Manager

Head of Department, Store Training needs:

Knowledge

- Management of retail operation
- Modern training methods
- Report and training manuals

Skills

- Ability to manage the full training cycle, including conducting in person activities and using learning platforms
- Excellent communication, presentation & leadership Skills
- Analytical ability to access training materials

Attributes

- Good team player and able to work together with all levels
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

HEAD OF DEPARTMENT, RECEIVING (LEVEL 6)

This role may also be called:

A Head of Department, Receiving is responsible in planning, managing, monitoring and controlling all aspects of the delivery, transferring and receiving process in hypermarket, supermarket or department store, and ensuring all receiving activities are carried out based on established policies and guidelines.

Responsibilities may include

- Plan and monitor receiving and distribution operations by establishing operational, and personnel policies and procedures.
- Ensure operation complies with federal, state, and local warehousing, material handling, and shipping requirements.
- Ensure back room operations are safeguarded by establishing and monitoring security procedures and protocols.
- Ensure inventory levels are controlled and reconciled with data storage system.
- Ensure physical condition is maintained according to approved design layouts.
- Finalise financial objectives by approving an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Ensure receiving department staff are adequate and maintained by recruiting, selecting, orienting, and training employees.
- Monitor the whole department staff and management operations to ensure all works are done according to SOP and business targets

A Head of Department, Receiving needs:

Knowledge

- Retail product knowledge
- Stock and inventory management
- Product Quality standard
- Human Resource Management

Skills

- Inventory control skill.
- Analytical skill
- Documentation skills

Attributes

- Good leadership
- High level of dedication and responsibility

HEAD OF DEPARTMENT, VISUAL MERCHANDISING (LEVEL 6)

This role may also be called:

A Head of Department, Visual Merchandising is responsible for planning and monitoring visual merchandising plans according to set creative business environment requirement and to ensure whole operation is carried out to ensure compliance with established visual merchandising plan, policies and guidelines.

Responsibilities may include:

- Plan and establish visual merchandising standards which are in line with the company's brand and marketing strategy plan
- Decide on all aspects of visual presentation ie seasonal conceptualization design, production, windows display and in store visual merchandising layout area in accordance with company guidelines and visual merchandising plan.
- Monitor the Merchandising, Marketing and Operations teams in developing the appropriate assortment on merchandising display in optimizing use of store space.
- Analyse and review effectiveness of visual merchandising plans to stay competitive in the fast-paced changing retail environment
- Approve budget on Visual Merchandising expenses at Company Level
- Monitor and control all visual merchandising and display costs according to set budget.
- Develop training programs on all aspects of visual presentation, monitors and conducts staff performance and career developments.
- Monitor the whole department staff and management operations to ensure all works are done according to SOP and business targets

A Head of Department, Visual Merchandising needs:

Knowledge

- Business processes of visual merchandising
- Standards of visual merchandising
- Regulations of visual merchandising

Skills

- Strong Creative mind set
- Sense of marketing
- Change & Innovation

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

HEAD OF DEPARTMENT, CUSTOMER CARE (LEVEL 6)

This role may also be called:

A Head of Department, Customer Care is responsible for planning and monitoring all customer care activities run smoothly such as customer care development planning, manpower planning and Customer Voices Management are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and establish customer care standards which are in line with the company's brand and marketing strategy plan
- Decide on all aspects of visual presentation ie seasonal conceptualization design, production, windows display and in store customer care layout area in accordance with company guidelines and customer care plan.
- Monitor the Merchandising, Marketing and Operations teams in developing the appropriate assortment on merchandising display in optimizing use of store space.
- Analyse and review effectiveness of customer care plans to stay competitive in the fast-paced changing retail environment
- Approve budget on Customer care expenses at Company Level
- Monitor and control all customer care and display costs according to set budget.
- Develop training programs on all aspects of visual presentation, monitors and conducts staff performance and career developments.
- Monitor the whole department staff and management operations to ensure all works are done according to SOP and business targets

A Head of Department, Customer Care needs:

Knowledge

- Business processes of customer care
- Standards of customer care
- Regulations of customer care

Skills

- People management skills
- Strong Interpersonal Skill
- Sense of marketing
- Change & Innovation

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

HEAD OF DEPARTMENT, LOSS PREVENTION AND SECURITY (LEVEL 6)

This role may also be called:

A Head of Department, Loss Prevention and Security is responsible in planning and monitoring loss prevention and security programs and activities are carried out to minimize or eliminate mishap such as theft, fraud, safety and health according to company safety and security requirements and set policy.

Responsibilities may include:

- Establish loss and prevention plans and programs to mitigate security and safety issue.
- Integrate safety and security policies with business operations
- Analyse and review safety and security plans for effectiveness.
- Lead and advise emergency response teams
- Review risk audits and advise on corrective actions
- Oversee and monitor security investigations as per statutory regulation.
- Ensure all entry points for customer have safety features to reduce the risk of theft by external and internal customers
- Ensure CCTV Camera at correct location and functional to meet current requirements.
- Decide on corrective actions on security and safety issue.
- Analyze and justify the number of safety or security staff requirements at each premise
- Provide budget for fire drill program
- Ensure all operations conducted according OSHA requirement

A Head of Department, Loss, Prevention and Security needs:

Knowledge

- OSHA Acts
- Statutory Regulation on Criminal and Procedure Code /Penal Code
- Building Regulation Statutory Regulations on Fire and Rescue procedure

Skills

- Critical and Analytical in solving problems.
- Interrogations and Investigation skill
- Verbal and Communication skill

Attributes

- Good leadership
- Firm and positive attributes
- High level of dedication and responsibility

DEPARTMENT MANAGER, FRESH (LEVEL 5)

This role may also be called: Section Manager, Trading Manager

A Department Manager of Fresh product is responsible to plan and manage the whole retail operations of fresh products in a Hypermarket to ensure provision of a high level of service and profitability of the business.

Responsibilities may include:

- Plan the fresh department receiving, handling and replenishing operations
- Manage operational performance and systematically control departmental costs
- Ensure effective implementation of all corporate processes/procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost/service level, in order to facilitate and ensure proper behaviours.
- Implement loss prevention and shrink procedures, managing the inventory and taking measures to minimize damages, loss and thefts and optimizing stock turnover.
- Ensure proper implementation of visual merchandising recommendations and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Analyse operational issues and decide on possible solutions.
- Analyse customer claims and enquiries and taking steps to resolve the situation according to requirements.
- Ensure high store standards according to requirements.
- Evaluate employee performance and provide feedback and coach as needed

A Department Manager, Fresh needs:

Knowledge

- Store and trading standard,
- Local authorities such as MDTC requirements
- HACCP

Skills

- Planning and managing sales process
- Analytical in solving problems.
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Sales team building

DEPARTMENT MANAGER, FOODLINE (LEVEL 5)

This role may also be called: Section Manager, Trading Manager

A Department Manager of Foodline product is responsible to plan and manage the whole retail operations of Foodline products in a Supermarket or Hypermarket to ensure provision of a high level of service and profitability of the business.

Responsibilities may include:

- Plan the Foodline department receiving, handling and replenishing operations
- Manage operational performance and systematically control departmental costs
- Ensure effective implementation of all corporate processes/procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost/service level, in order to facilitate and ensure proper behaviours.
- Implement loss prevention and shrink procedures, managing the inventory and taking measures to minimize damages, loss and thefts and optimizing stock turnover.
- Ensure proper implementation of visual merchandising recommendations and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Analyse operational issues and decide on possible solutions.
- Analyse customer claims and enquiries and taking steps to resolve the situation according to requirements.
- Ensure high store standards according to requirements.
- Evaluate employee performance and provide feedback and coach as needed

A Department Manager, Foodline needs:

Knowledge

- Store and trading standard,
- Halal compliance requirement,
- Local authorities such as MDTCA requirements
- HACCP

Skills

- Planning and managing sales process
- Analytical in solving problems.
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Sales team building

DEPARTMENT MANAGER, SOFTLINE (LEVEL 5)

This role may also be called: Section Manager, Trading Manager

A Department Manager of softline products is responsible to plan and manage the whole retail operations of softline products in a Supermarket or Hypermarket to ensure provision of a high level of service and profitability of the business.

Responsibilities may include:

- Plan the softline department receiving, handling and replenishing operations
- Manage operational performance and systematically control departmental costs
- Ensure effective implementation of all corporate processes/procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost/service level, in order to facilitate and ensure proper behaviours.
- Implement loss prevention and shrink procedures, managing the inventory and taking measures to minimize damages, loss and thefts and optimizing stock turnover.
- Ensure proper implementation of visual merchandising recommendations and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Analyse operational issues and decide on possible solutions.
- Analyse customer claims and enquiries and taking steps to resolve the situation according to requirements.
- Ensure high store standards according to requirements.
- Evaluate employee performance and provide feedback and coach as needed

A Department Manager, Softline needs:

Knowledge

- Store and trading standard,
- Local authorities such as MDTCA requirements
- HACCP

Skills

- Planning and managing sales process
- Analytical in solving problems.
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Sales team building

DEPARTMENT MANAGER, HARDLINE (LEVEL 5)

This role may also be called: Section Manager, Trading Manager

A Department Manager of hardline products is responsible to plan and manage the whole retail operations of hardline products in a Supermarket or Hypermarket to ensure provision of a high level of service and profitability of the business.

Responsibilities may include:

- Plan the Hardline department receiving, handling and replenishing operations
- Manage operational performance and systematically control departmental costs
- Ensure effective implementation of all corporate processes/procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost/service level, in order to facilitate and ensure proper behaviours.
- Implement loss prevention and shrink procedures, managing the inventory and taking measures to minimize damages, loss and thefts and optimizing stock turnover.
- Ensure proper implementation of visual merchandising recommendations and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Analyse operational issues and decide on possible solutions.
- Analyse customer claims and enquiries and taking steps to resolve the situation according to requirements.
- Ensure high store standards according to requirements.
- Evaluate employee performance and provide feedback and coach as needed

A Department Manager, Hardline needs:

Knowledge

- Store and trading standard,
- Local authorities such as MDTCA requirements
- HACCP

Skills

- Planning and managing sales process
- Analytical in solving problems.
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Sales team building

DEPARTMENT MANAGER, GROCERY (LEVEL 5)

This role may also be called: Section Manager, Trading Manager

A Department Manager of grocery product is responsible to plan and manage the whole retail operations of grocery products in a Supermarket or Hypermarket to ensure provision of a high level of service and profitability of the business.

Responsibilities may include:

- Plan the Grocery department receiving, handling and replenishing operations
- Manage operational performance and systematically control departmental costs
- Ensure effective implementation of all corporate processes/procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost/service level, in order to facilitate and ensure proper behaviours.
- Implement loss prevention and shrink procedures, managing the inventory and taking measures to minimize damages, loss and thefts and optimizing stock turnover.
- Ensure proper implementation of visual merchandising recommendations and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Analyse operational issues and decide on possible solutions.
- Analyse customer claims and enquiries and taking steps to resolve the situation according to requirements.
- Ensure high store standards according to requirements.
- Evaluate employee performance and provide feedback and coach as needed

A Department Manager, Grocery needs:

Knowledge

- Store and trading standard,
- Halal compliance requirement,
- Local authorities such as MDTCA requirements
- HACCP

Skills

- Planning and managing sales process
- Analytical in solving problems.
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Sales team building

DEPARTMENT MANAGER, PERSONAL CARE (LEVEL 5)

This role may also be called: Section Manager, Trading Manager

A Department Manager of personal care products is responsible to plan and manage the whole retail operations of personal care products in a Supermarket or Hypermarket to ensure provision of a high level of service and profitability of the business.

Responsibilities may include:

- Plan the personal care department receiving, handling and replenishing operations
- Manage operational performance and systematically control departmental costs
- Ensure effective implementation of all corporate processes/procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost/service level, in order to facilitate and ensure proper behaviours.
- Implement loss prevention and shrink procedures, managing the inventory and taking measures to minimize damages, loss and thefts and optimizing stock turnover.
- Ensure proper implementation of visual merchandising recommendations and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Analyse operational issues and decide on possible solutions.
- Analyse customer claims and enquiries and taking steps to resolve the situation according to requirements.
- Ensure high store standards according to requirements.
- Evaluate employee performance and provide feedback and coach as needed

A Department Manager, Personal care needs:

Knowledge

- Store and trading standard,
- Halal compliance requirement,
- Local authorities such as MDTCA requirements
- HACCP

Skills

- Planning and managing sales process
- Analytical in solving problems.
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Sales team building

OPERATION MANAGER (LEVEL 5)

This role may also be called: Regional Operations Manager, Regional Manager

An Operation Manager responsible to manage overall operations for the effective and successful management of labour, productivity, quality control and safety measures as established and set for the Operations Department. Ensure safe and efficient operations. Serve as a company representative on regulatory issues. Enhance the operational procedure, systems and principles in the areas of information flow and management, business processes, enhanced management reporting and looks for opportunities to expand systems. Carry out responsibilities in accordance with company's policies and applicable laws.

Responsibilities may include

- Recruit, select, train, assign, schedule, coach, counsel and discipline employees
- Communicate job expectations; planning, monitoring, appraising and reviewing job contributions
- Plan and review compensation actions; enforcing policies and procedures
- Contribute operations information and recommendations to strategic plans and reviews; prepare and complete action plans; implement production, productivity, quality and customer-service standards; resolve problems; complete audits; identify trends
- Forecast requirements; prepare an annual budget; schedule expenditures; analyse variances; initiating corrective actions
- Analyse process workflow, employee and space requirements
- Maintain safe and healthy work environment by establishing, following and enforcing standards and procedures; complying with legal regulations
- Accomplish operations and organization mission by completing related results as needed
- Meet or exceed sales staffs budget expectations
- Manage staff levels, wages, hours, contract staffs to revenues
- Responsible for all department personal, with review/approval responsibility for all sales operation employees
- Communicate customer issues with operations team and devise ways of improving the customer experience, including resolving problems and complaints
- Communicate with legal counsel and safety department to ensure all processes remain compliant with OSHA and other governmental regulations

An Operation Manager needs:

Knowledge

- Sales Planning and Organization
- Conflict Management
- Industry Rules and Regulations
- Local authorities such as MDTCA requirements

Skills

- Leadership Skills,
- Written and Oral Communication Skills,
- Planning and controlling change.
- Managing quality assurance programmes.
- Researching alternative methods of efficiency.

Attributes

- High level of dedication and responsibility
- Deadline oriented
- Results driven, Persuasiveness, Stress Tolerance and Adaptability

BRANCH MANAGER (LEVEL 5)

This role may also be called:

A Branch Manager responsible to manage and oversee branch personnel, supervises branch operations, and ensure efficient operation on a day-to-day basis. Improving productivity and streamlining branch activities to maximize results and achieve peak performance levels.

Responsibilities may include

- Organize and execute training programs for branch personnel
- Evaluate employee performance and provide feedback and coach as needed
- Recognize employee achievements and encourage excellence in the work environment
- Develop and implement sales plans
- Conduct regular sales and operations meetings
- Brief employees on current sales goals, promotions, and other relevant information
- Organize marketing activities and events for the branch
- Increase brand awareness for the company within the community
- Interact with customers on a regular basis to ensure satisfaction and gain useful feedback
- Resolve customer problems as needed
- Comply with all applicable laws and regulations for the industry
- Assess market conditions and identifying opportunities
- Draft forecasts and business plans
- Manage budgets, allocate branch funds, and define financial objectives
- Coordinate with other branches to share knowledge, plan promotional activities, or achieve goals
- Adhere to high ethical and professional standards

A Branch Manager needs:

Knowledge

- Industry Rules and Regulations
- Local authorities such as MDTCA requirements

Skills

- Leadership Skills,
- Strong Customer Service Skills,
- Written and Oral Communication Skills,
- Outstanding Organization Skills

Attributes

- High level of dedication and responsibility
- Ability to Meet Set Goals
- Results driven on sales growth

MERCHANDISING MANAGER, FRESH (LEVEL 5)

This role may also be called: Category Manager

A Merchandising Manager of fresh goods is responsible to assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and conduct fresh goods feasibility studies, review and decides on merchandise assortment, mix and concept.
- Source, negotiate, acquire and procure the best value of fresh goods from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Establish fresh goods sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and holds fresh goods discussions with store management in formulating improvement plans on turnover.
- Review and evaluate fresh goods sales performance with vendors in improving, expanding sales performance
- Coach and develop merchandisers on fresh goods knowledge, negotiations and merchandising marketing skills.
- Monitor fresh products/items sales performance and determine merchandise pricing and stock turnover level in implements promotional and discount sales events for the company.
- Analyse fresh goods sales and inventory reports and other sources of information on customers' buying behavior.
- Implement effective fresh goods supply program with suppliers and liaise with related departments to resolve any supply issues.
- Manage a team of Category Buyer, monitor and conduct staff performance to develop potential talents in merchandising.

A Merchandise Manager, Fresh needs:

Knowledge

- Business processes of fresh goods
- Standards of fresh goods
- Regulations in fresh goods.
- Product knowledge on fresh goods

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MERCHANDISING MANAGER, FOODLINE (LEVEL 5)

This role may also be called: Category Manager

A Merchandising Manager of foodline products is responsible to assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning, and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and conducts foodline products feasibility studies, review and decide on merchandise assortment, mix and concept.
- Source, negotiate, acquire and procure the best value of foodline products from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Establish foodline product sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and holds foodline products discussions with store management in formulating improvement plans on turnover.
- Review and evaluates foodline products sales performance with vendors in improving, expanding sales performance
- Coach and develop merchandisers on foodline products knowledge, negotiations and merchandising marketing skills.
- Monitor foodline products sales performance and determine merchandise pricing and stock turnover level in implements promotional and discount sales events for the company.
- Analyse foodline products sales and inventory reports and other sources of information on customers' buying behavior.
- Implement effective foodline products supply program with suppliers and liaise with related departments to resolve any supply issues.
- Manage a team of Category Buyer, monitor and conduct staff performance to develop potential talents in merchandising.

A Merchandise Manager, Foodline needs:

Knowledge

- Business processes of foodline products
- Standards of foodline products
- Regulations of foodline/products.
- Foodline product knowledge

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MERCHANDISING MANAGER, SOFTLINE (LEVEL 5)

This role may also be called: Category Manager

A Merchandising Manager of softline merchandise or products is responsible to assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning, and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and conduct softline merchandise feasibility studies, review and decide on merchandise assortment, mix and concept.
- Source, negotiate, acquire and procure the best value of softline merchandise from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Establish softline merchandise sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and holds softline merchandise discussions with store management in formulating improvement plans on turnover.
- Review and evaluate softline merchandise sales performance with vendors in improving, expanding sales performance
- Coach and develop merchandisers on softline merchandise knowledge, negotiations and merchandising marketing skills.
- Monitor softline merchandise sales performance and determine merchandise pricing and stock turnover level in implements promotional and discount sales events for the company.
- Analyse softline merchandise sales and inventory reports and other sources of information on customers' buying behavior.
- Implement effective softline merchandise supply program with suppliers and liaise with related departments to resolve any supply issues.
- Manage a team of Category Buyer, monitor and conduct staff performance to develop potential talents in merchandising.

A Merchandise Manager, Softline needs:

Knowledge

- Business processes of softline merchandise
- Standards of softline merchandise
- Regulations of softline merchandise.
- Product knowledge softline merchandise

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MERCHANDISING MANAGER, HARDLINE (LEVEL 5)

This role may also be called: Category Manager

A Merchandising Manager of hardline merchandise or products is responsible to assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and conduct hardline merchandise feasibility studies, review and decide on merchandise assortment, mix and concept.
- Source, negotiate, acquire and procure the best value of hardline merchandise from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Establish hardline merchandise sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and hold hardline merchandise discussions with store management in formulating improvement plans on turnover.
- Review and evaluate hardline merchandise sales performance with vendors in improving, expanding sales performance
- Coach and develop merchandisers on hardline merchandise knowledge, negotiations and merchandising marketing skills.
- Monitor hardline merchandise sales performance and determine merchandise pricing and stock turnover level in implements promotional and discount sales events for the company.
- Analyse hardline merchandise sales and inventory reports and other sources of information on customers' buying behavior.
- Implement effective hardline merchandise supply program with suppliers and liaise with related departments to resolve any supply issues.
- Manage a team of Category Buyer, monitor and conduct staff performance to develop potential talents in merchandising.

A Merchandise Manager, Hardline needs:

Knowledge

- Business processes of hardline merchandise
- Standards of hardline merchandise
- Regulations of hardline merchandise.
- Product knowledge hardline merchandise

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MERCHANDISING MANAGER, GROCERY (LEVEL 5)

This role may also be called: Category Manager

A Merchandising Manager of grocery items or products is responsible to assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and conduct grocery items feasibility studies, review and decide on merchandise assortment, mix and concept.
- Source, negotiate, acquire and procure the best value of grocery items from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Establish grocery items sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and holds grocery items discussions with store management in formulating improvement plans on turnover.
- Review and evaluate grocery items sales performance with vendors in improving, expanding sales performance
- Coach and develop merchandisers on grocery items knowledge, negotiations and merchandising marketing skills.
- Monitor grocery items sales performance and determine merchandise pricing and stock turnover level in implements promotional and discount sales events for the company.
- Analyse grocery items sales and inventory reports and other sources of information on customers' buying behavior.
- Implement effective grocery items supply program with suppliers and liaise with related departments to resolve any supply issues.
- Manage a team of Category Buyer, monitor and conduct staff performance to develop potential talents in merchandising.

A Merchandise Manager, Grocery needs:

Knowledge

- Business processes of grocery items
- Standards of grocery items
- Regulations of grocery items.
- Product knowledge of grocery items

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MERCHANDISING MANAGER, PERSONAL CARE (LEVEL 5)

This role may also be called: Category Manager

A Merchandising Manager of personal care products is responsible to assist the Head of Merchandising in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and conduct personal care products feasibility studies, review and decide on merchandise assortment, mix and concept.
- Source, negotiate, acquire and procure the best value of personal care products from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Establish personal care products sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and holds personal care products discussions with store management in formulating improvement plans on turnover.
- Review and evaluate personal care products sales performance with vendors in improving, expanding sales performance
- Coach and develop merchandisers on personal care products knowledge, negotiations and merchandising marketing skills.
- Monitor personal care products sales performance and determine merchandise pricing and stock turnover level in implements promotional and discount sales events for the company.
- Analyse personal care products sales and inventory reports and other sources of information on customers' buying behavior.
- Implement effective personal care products supply program with suppliers and liaise with related departments to resolve any supply issues.
- Manage a team of Category Buyer, monitor and conduct staff performance to develop potential talents in merchandising.

A Merchandise Manager, Personal Care needs:

Knowledge

- Business processes of personal care products
- Standards of personal care products
- Regulations of personal care products.
- Personal Care Product knowledge

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MANAGER, STORE PLANNING AND SETUP (LEVEL 5)

This role may also be called:

A Manager, Store Planning and Setup responsible to supports the store development process including new and remodel store growth by supporting the store design process to create outstanding store layouts, store displays, fixtures, graphics, and store designs.

Responsibilities may include

- Lead and support store planning and design initiatives and activities for new and remodel stores, and special projects to include store resets and in-store testing.
- Build and maintain relationships with key stakeholders and develop store design layouts that are brand appropriate and operationally effective.
- Coordinate with external architects, design consultancies, and fixture vendors to ensure seamless integration with process flow.
- Interface with Construction, Facilities, Procurement, Store Operations, Merchandising, Visual Merchandising, Marketing, IT, and field leadership teams in the store development process.
- Develop creative solutions for store fixtures, displays, and layouts.
- Prepare 2D and 3D architectural plans and elevation proposals for internal review.
- Design and develop fixtures, displays, graphics, feature areas, and store environments as required to support business initiatives.
- Participate in design reviews of shop drawings, graphic programs, and merchandising systems to ensure design intent is met and brand integrity is maintained.
- Research current trends in retail design and architecture.
- Participate in the review of final architectural drawings created by architects for each project to ensure plans and details are accurate and in keeping with brand standards and design intent.

Manager, Store Planning and Setup needs:

Knowledge

- Working knowledge of CAD systems such as AutoCAD and Sketch Up
- Warehouse and Inventory system

Skills

- Excellent written, communication, presentation, and documentation skills
- Project management skills.
- Excellent analytical and problem-solving skills.
- Strong organizational skills; ability to plan, prioritize, and multi-task.
- Excellent ability to conceptualize spatial designs and architectural brand imaging.

Attributes

- Ability to develop relationships with key Business Partners.
- Highly organized and flexible with ability to take initiative, multitask, and prioritize projects
- Must thrive in a fast-paced environment and work both independently and closely with others.
- Building of teams and partnerships

MANAGER, STORE TRAINING (LEVEL 5)

This role may also be called:

A Manager, Store Training responsible in teaching presentation and persuasion techniques to new staffs, simulating sales scenarios and preparing training programs that cover knowledge gaps. This position requires visiting regional retail stores to work closely with salespeople on a regular basis to develop their sales skills and product knowledge, provide excellent customer service.

Responsibilities may include

- Design and execute orientation programs for sales teams
- Conduct on boarding training sessions for new staffs
- Act as a consultant to salespeople for challenges they have on the job
- Assign mentors and coaches to new sales team members
- Observe how salespeople and cashiers interact with customers to identify areas of improvement
- Determine training needs both for individuals and teams
- Organize role-playing activities to simulate difficult customers cases (e.g. how to overcome objections)
- Advise salespeople how to up sell products and services
- Apply various sales training techniques (e.g. gamification, case studies and group activities)
- Maintain updated records of training curriculum and material

A Manager, Store Training needs:

Knowledge

- Human capital management
- Sales Training Programs

Skills

- Excellent communication and presentation skills
- Excellent writing skills
- Excellent analytical and problem-solving skills.
- Strong organizational skills; ability to plan, prioritize, and multi-task.

Attributes

- Ability to motivate employees to achieve sales quotas
- Ability to manage the full training cycle, including conducting in-person activities and using e-learning platforms
- Highly organized and flexible with ability to take initiative, multitask, and prioritize projects
- Availability to travel and visit our retail stores, as needed

MANAGER, RECEIVING (LEVEL 5)

This role may also be called: Backroom Manager (Hypermarket), Merchandising Management Department Manager (Department Store)

A Manager, Receiving responsible to manage all aspects of the delivery, transferring and receiving process including the overall appearance and organization of the backroom area of the store. Is responsible for all aspects of delivery and receiving as well as communications with the buying office and merchandise control. Shares responsibility with the management team in regards to damages, singles, and merchandise back stock.

Responsibilities may include

- Maintain receiving and distribution operations by initiate, coordinate, and enforce program, operational, and personnel policies and procedures.
- Comply with federal, state, and local warehousing, material handling, and shipping requirements by studying existing and new legislation; enforce adherence to requirements; advising management on needed actions.
- Safeguard back room operations and contents by establishing and monitoring security procedures and protocols.
- Control inventory levels by conducting physical counts; reconciling with data storage system.
- Maintain physical condition of warehouse by planning and implementing new design layouts; inspecting equipment; issuing work orders for repair and requisitions for replacement.
- Achieve financial objectives by preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Complete warehouse operational requirements by scheduling and assigning employees; following up on work results.
- Maintain warehouse staff by recruiting, selecting, orienting, and training employees.
- Maintain warehouse staff job results by coaching, counseling, and disciplining employees; planning, monitoring, and appraising job results.
- Maintain professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.
- Contribute to team effort by accomplishing related results as needed.

A Manager, Receiving needs:

Knowledge

- Retail product knowledge
- Stock and inventory management

Skills

- Inventory control skill.
- Analytical skill
- Documentation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MANAGER, VISUAL MERCHANDISING (LEVEL 5)

This role may also be called: A&P Manager, Marketing Manager

A Visual Merchandising Manager is responsible for the conceptualisation of the visual merchandising plans to promote the image and product of the retail outlet. He/she is also responsible in managing shoppers marketing activities in a creative environment where he conceptualises eye-catching product displays, oversees the set-up of merchandise display by directing and coaching a team of creative visual merchandiser and to ensure compliance with established visual merchandising plan, policies and guidelines.

Responsibilities may include:

- Drive, develop and implement visual merchandising standards which are in line with the company's brand and marketing strategy plan
- Direct and advise the stores on all aspects of visual presentation ie seasonal conceptualization design, production, windows display and in store visual merchandising layout area in accordance with company guidelines and visual merchandising plan.
- Work with the Merchandising, Marketing and Operations teams in developing the appropriate assortment on merchandising display in optimizing use of store space.
- Evaluate effectiveness of visual merchandising plans ie assessing competitor's visual merchandising display and stay abreast in conceptualization display to stay competitive in the fast paced changing retail environment
- Plan Budget on Visual Merchandising expenses at Company Level
- Manage cost on the maintenance and management of the fixtures and propsof visual merchandising displays.
- Lead a team of creative visual merchandiser in ensuring in store's visual display is in line with company plan
- Train and coach the team on all aspects of visual presentation, monitors and conducts staff performance to develop potential talents.

A Manager, Visual Merchandising needs:

Knowledge

- Business processes of visual merchandising
- Standards of visual merchandising
- Regulations of visual merchandising
- Knowledge inDesign, Photoshop, and Illustrator required

Skills

- Strong Creative mind set
- Sense of marketing
- Change & Innovation

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MANAGER, CUSTOMER CARE (LEVEL 5)

This role may also be called: Manager, Customer Service

A Manager of Customer Care is responsible to assist the Store Manager in ensuring all Customer Care activities run smoothly such as Customer Care development planning, manpower planning and Customer Voices management are carried out based on established policies and guidelines.

Responsibilities may include:

- Check daily, monthly roster of Customer Care team especially when the peak period time.
- Conduct and share briefing to all Customer Care team on daily basis.
- Round the selling area to ensure the operations of Customer Care runs smoothly.
- Monitor staff performance at their own work station
- Attend to Customer voices through social media and walk-ins Customers.
- Conduct soft skill training to all the team members including operations staff from staff from other department.
- Liaise with HQ Customer Care to establish Standard Operating Procedures as and when necessary.
- Conduct Customer Care audit to the Customer Care team to ensure the service level is at the required level.
- Compile and prepare reports to be submitted to superior and HQ Customer Care.
- Train and coach the team members to be able to meet the required service level.
- Motivate and counsel the team members as and when necessary.
- Conduct Performance Improvement Plan for the staff development.
- Analyse the reports and take corrective action to overcome the issues.
- Attend Customer Care meeting and other meetings related to Customer Care team.

A Manager, Customer Care needs:

Knowledge

- Business processes of customer services
- Standards of customer services
- Regulations of customer services
- Retail product knowledge

Skills

- Critical and analytical in solving problems.
- Business negotiation skills
- People management skills
- Handling Complaint skills
- Documentation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MANAGER, LOSS PREVENTION AND SECURITY (LEVEL 5)

This role may also be called:

A Manager, Loss Prevention and Security is responsible to assist the Executive Director in ensuring to minimize or eliminate safety and security mishap. ie Theft, Fraud, Safety and Health.

Responsibilities may include:

- Plan and conducts by assessing risk and developing program and plans to mitigate Security and safety issue.
- Integrate safety and security policies with business operations
- Evaluate safety and security plans for effectiveness.
- Build and manage emergency response teams
- Conduct risk audits and assessments
- Oversee and monitor security investigations as per statutory regulation.
- Identify all entry points for customer priority to reduce the risk of theft by external and internal customers
- Determine the position of the CCTV Camera and make changes to meet current requirements.
- Response to security and safety issue.
- Analyze and justify the number of safety or security staff requirements at each premise
- Conduct, monitor and coordinate fire drill with the authorities.
- Conduct, monitor and coordinate all OSHA requirement

A Loss, Prevention and Security Manager requires:

Knowledge

- OSHA Acts
- Statutory Regulation on Criminal and Procedure Code /Penal Code
- Building Regulation Statutory Regulations on Fire and Rescue procedure

Skills

- Critical and Analytical in solving problems.
- Interrogations and Investigation skill
- Verbal and Communication skill

Attributes

- Good team player and able to work together with all levels of staff
- Firm and positive attributes
- High level of dedication and responsibility

MANAGER, STORE OPERATION (HALAL) (LEVEL 5)

This role may also be called: Store Manager, General Manager

A Manager, Store Operation (Halal) is responsible to run a store successfully in a Halal compliance environment. Working on the shop floor, they are in constant contact with the customers and staffs. They are responsible for ensuring their staffs give great customer service as well as monitoring the financial performance of the store.

Responsibilities may include:

- Recruit, train, supervise and appraise staff
- Manage store operation budgets
- Maintain statistical and financial records
- Deal with customer queries and complaints
- Oversee pricing and stock control
- Maximize profitability and setting / meeting sales targets, including motivating staff to do so.
- Ensure compliance with health and safety legislation
- Prepare promotional materials and displays
- Ensure halal products are displayed according to requirements.
- Liaise with head office.
- Liaise with authorization body and certification body on matters related to halal compliance

A Manager, Store Operation (Halal) needs:

Knowledge

- Halal Products (Fresh, Foodline and Grocery) knowledge
- Sound knowledge with HACCP Requirements
- Understanding of halal food standards, including the sources of halal food and drinks, the slaughtering, product processing, handling and distribution, product storage, display and servings, hygiene, sanitation and food safety, and the packaging and labeling.
- Halal control activities and assurance activities in logistics business process.

Skills

- Auditing skills on halal products
- Critical and analytical in solving problems.
- Numerical skills.
- Verbal communication skills
- Team working and organizational skills
- Resourcefulness
- Commercial awareness.

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

DEPARTMENT MANAGER, FRESH (HALAL) (LEVEL 5)

This role may also be called: Section Manager, Trading Manager (Halal)

A Department Manager (Halal) of fresh goods or merchandise is responsible to plan and manage the retail operations of Halal fresh goods in a Hypermarket or Supermarket to ensure provision of a high level of service and profitability of the business in compliance with Halal requirements.

Responsibilities may include:

- Plan the department receiving, handling and replenishing operations on Halal fresh goods.
- Manage Halal fresh operational performance and systematically control departmental costs
- Ensure effective implementation of all corporate processes/procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost/service level, in order to facilitate and ensure proper behaviours.
- Implement loss prevention and shrink procedures, managing the inventory and taking measures to minimize damages, loss and thefts and optimizing stock turnover.
- Ensure proper implementation of visual merchandising recommendations and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Analyse Halal operational issues and decide on possible solutions.
- Analyse customer claims and enquiries and taking steps to resolve the situation according to requirements.
- Ensure high store standards according to requirements.
- Liaise with authorization body and certification body on matters related to Halal compliance

A Department Manager, Fresh (Halal) needs:

Knowledge

- Store and trading standard,
- Halal Fresh goods knowledge
- Sound knowledge with HACCP Requirements
- Understanding of Halal food standards, including the sources of Halal food and drinks, the slaughtering, product processing, handling and distribution, product storage, display and servings, hygiene, sanitation and food safety, and the packaging and labelling.
- Halal Control activities and assurance activities in logistics business process.

Skills

- Planning and managing sales process
- Analytical in solving problems.
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Sales team building

DEPARTMENT MANAGER, FOODLINE (HALAL) (LEVEL 5)

This role may also be called: Section Manager, Trading Manager (Halal)

A Department Manager (Halal) of Foodline products or merchandise is responsible to plan and manage the retail operations of Halal foodline products in a Hypermarket or Supermarket to ensure provision of a high level of service and profitability of the business in compliance with Halal requirements.

Responsibilities may include:

- Plan the department receiving, handling and replenishing operations on Halal foodline products.
- Manage Halal foodline operational performance and systematically control departmental costs
- Ensure effective implementation of all corporate processes/procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost/service level, in order to facilitate and ensure proper behaviours.
- Implement loss prevention and shrink procedures, managing the inventory and taking measures to minimize damages, loss and thefts and optimizing stock turnover.
- Ensure proper implementation of visual merchandising recommendations and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Analyse Halal operational issues and decide on possible solutions.
- Analyse customer claims and enquiries and taking steps to resolve the situation according to requirements.
- Ensure high store standards according to requirements.
- Liaise with authorization body and certification body on matters related to Halal compliance

A Department Manager, Fresh (Halal) needs:

Knowledge

- Store and trading standard,
- Halal Foodline products knowledge
- Sound knowledge with HACCP Requirements
- Understanding of Halal food standards, including the sources of Halal food and drinks, the slaughtering, product processing, handling and distribution, product storage, display and servings, hygiene, sanitation and food safety, and the packaging and labelling.
- Halal Control activities and assurance activities in logistics business process.

Skills

- Planning and managing sales process
- Analytical in solving problems.
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Sales team building

DEPARTMENT MANAGER, GROCERY (HALAL) (LEVEL 5)

This role may also be called: Section Manager, Trading Manager (Halal)

Department Manager (Halal) of Grocery products or merchandise is responsible to plan and manage the retail operations of Halal grocery products in a Hypermarket or Supermarket to ensure provision of a high level of service and profitability of the business in compliance with Halal requirements.

Responsibilities may include:

- Plan the department receiving, handling and replenishing operations on Halal grocery products.
- Manage Halal grocery operational performance and systematically control departmental costs
- Ensure effective implementation of all corporate processes/procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost/service level, in order to facilitate and ensure proper behaviours.
- Implement loss prevention and shrink procedures, managing the inventory and taking measures to minimize damages, loss and thefts and optimizing stock turnover.
- Ensure proper implementation of visual merchandising recommendations and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Analyse Halal operational issues and decide on possible solutions.
- Analyse customer claims and enquiries and taking steps to resolve the situation according to requirements.
- Ensure high store standards according to requirements.
- Liaise with authorization body and certification body on matters related to Halal compliance

A Department Manager, Fresh (Halal) needs:

Knowledge

- Store and trading standard,
- Halal Grocery products knowledge
- Sound knowledge with HACCP Requirements
- Understanding of Halal food standards, including the sources of Halal food and drinks, the slaughtering, product processing, handling and distribution, product storage, display and servings, hygiene, sanitation and food safety, and the packaging and labelling.
- Halal Control activities and assurance activities in logistics business process.

Skills

- Planning and managing sales process
- Analytical in solving problems.
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Sales team building

MERCHANDISING MANAGER, FRESH (HALAL) (LEVEL 5)

This role may also be called: Category Manager (Halal)

A Merchandising Manager of Halal fresh goods is responsible to assist the Head of Merchandising in ensuring all Halal fresh goods merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and conduct Halal fresh goods feasibility studies, review and decide on merchandise assortment, mix, and concept.
- Source, negotiate, acquire and procure the best value of fresh goods from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Establish Halal fresh goods sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and hold Halal fresh goods discussions with store management in formulating improvement plans on turnover.
- Review and evaluate Halal fresh goods sales performance with vendors in improving, expanding sales performance
- Coach and develop merchandisers on Halal fresh goods knowledge, negotiations and merchandising marketing skills.
- Monitor Halal fresh goods sales performance and determine merchandise pricing and stock turnover level in implements promotional and discount sales events for the company.
- Analyse Halal fresh goods sales and inventory reports and other sources of information on customers' buying behavior.
- Implement effective Halal fresh goods supply program with suppliers and liaise with related departments to resolve any supply issues.
- Manage a team of Halal Category Buyer, monitors and conduct staff performance to develop potential talents in merchandising.

A Merchandise Manager, Fresh (Halal) needs

Knowledge

- Business processes of fresh goods
- Product knowledge on fresh goods
- Halal food standards
- Hygiene, sanitation and food safety

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MERCHANDISING MANAGER, FOODLINE (HALAL) (LEVEL 5)

This role may also be called: Category Manager (Halal)

A Merchandising Manager of Halal Foodline products is responsible to assist the Head of Merchandising in ensuring all Halal foodline products merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and conduct Halal Foodline products feasibility studies, review and decide on merchandise assortment, mix and concept.
- Source, negotiate, acquire and procure the best value of Foodline products from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Establish Halal Foodline products sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and hold Halal Foodline products discussions with store management in formulating improvement plans on turnover.
- Review and evaluate Halal Foodline products sales performance with vendors in improving, expanding sales performance
- Coaches and develops merchandisers on Halal Foodline products knowledge, negotiations and merchandising marketing skills.
- Monitors Halal Foodline products sales performance and determine merchandise pricing and stock turnover level in implements promotional and discount sales events for the company.
- Analyses Halal Foodline products sales and inventory reports and other sources of information on customers' buying behavior.
- Implement effective Halal Foodline products supply program with suppliers and liaises with related departments to resolve any supply issues.
- Manage a team of Halal Category Buyer, monitors and conducts staff performance to develop potential talents in merchandising.

A Merchandise Manager, Fresh (Halal) needs

Knowledge

- Business processes of Foodline products
- Product knowledge on Foodline products
- Halal food standards
- Hygiene, sanitation and food safety

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MERCHANDISING MANAGER, GROCERY (HALAL) (LEVEL 5)

This role may also be called: Category Manager (Halal)

A Merchandising Manager of Halal Grocery products is responsible to assist the Head of Merchandising in ensuring all Halal grocery productsmerchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Plan and conduct Halal grocery products feasibility studies, review and decides on merchandise assortment, mix and concept.
- Source, negotiate, acquire and procure the best value of grocery products from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Establishes Halal grocery products sales and gross profit targets for each store, department as well as to review their performance periodically.
- Plan store visits and holds Halal grocery products discussions with store management in formulating improvement plans on turnover.
- Reviews and evaluates Halal grocery productssales performancewith vendors in improving, expanding sales performance
- Coaches and develops merchandisers on Halal grocery products knowledge, negotiations and merchandising marketing skills.
- Monitors Halal grocery productssales performance and determine merchandise pricing and stock turnover levelin implements promotional and discount sales events for the company.
- AnalysesHalal grocery products sales and inventory reportsand other sources of information on customers' buying behavior.
- Implementseffective Halal grocery products supply program with suppliers and liaise with related departments to resolve any supply issues.
- Manage a team of Halal Category Buyer, monitor and conduct staff performance to develop potential talents in merchandising.

A Merchandise Manager, Fresh (Halal) needs

Knowledge

- Business processes of Grocery products
- Product knowledge on Grocery products
- Halal food standards
- Hygiene, sanitation and food safety

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

MANAGER, ON-LINE STORE (LEVEL 5)

This role may also be called: E-Comm Manager, Social Media Manager,

An On-line Store Manager is responsible for everything that goes on in the store's website. This includes the posting/displaying of the goods, making sure that all links are working, updating the database, and of course, customer service.

Responsibilities may include

- Ensure respond to emails as well as answer phone messages from both their clients and suppliers in 24 hours or less to make sure that the online store continuously runs smoothly
- Monitor logistics company as well as the suppliers and manufacturers of the products they provide
- Agree on pricing of all goods and what products need to be replenished or changed.
- Review schedule for the cut-off of the order filling and payment for the day to ensure the buyer receives the packages in a timely manner.
- Creating On-line marketing strategies to support the Master Marketing Plan of the company
- Analyze reports on the results and performance of all on-line business to measure the successful rate
- Analyze the usage of website to drive on-line traffic and involve in the development of ads creativity and landing pages
- Monitor the traditional marketing team and the media team work closely to ensure all steps are aligned to derive towards similar objectives which is increasing marketing results
- Analyze and provide reports, insights, updates of the overall on-line business industry to improve performance continuously
- Ensure work requests by other divisions/departments/suppliers/partners and delegating tasks to the rightful personnel after discussions

A Manager, On-line Store needs:

Knowledge

- Advance knowledge and understanding of various digital file formats and printing terminology
- Website Analytics
- An expert with AdWords platform, Google Analytics and Facebook Advert Manager
- A broad understanding of digital channels and online marketing
- Knowledge on Personal Data Protection Act (PDPA)

Skills

- Good interpersonal skill and able to communicate well within group.
- Have an analytical mind coupled with a creative mind
- Excellent communication skills and human management

Attributes

- Strong leadership qualities
- Positive mindset
- Confident and comfortable working with a broad range of customer

MANAGER, RETAIL DIGITAL MARKETING (LEVEL 5)

This role may also be called: E-Comm Manager, Social Media Manager, Digitalization Manager

A Manager, Retail Digital Marketing responsible to plan, strategize and Lead the approved Digital Marketing planner based on Master Marketing Plan and Social Media Strategy to achieve maximum exposure on products, promotions or activities of the organization. This position is also responsible for analyzing results, proposing different strategies to improve lead quality and optimize the ROIs which has been set forth by the company.

Responsibilities may include

- Create digital marketing strategies to support the Master Marketing Plan of the company
- Manage and maintain social media to ensure consistent posts and presence across all digital channels besides monitoring the social media
- Generate and analyze reports on the results and performance of all digital marketing campaigns to measure the successful rate
- Perform daily planning and monitoring the keywords and campaigns on Google AdWords Display networks as well as paid social campaigns
- Optimize the usage of website to drive online traffic and involve in the development of ads creativity and landing pages
- Supervise the content to ensure minimal or zero mistakes before being published across the digital platforms
- Identify possible avenues to derive income via digital platforms
- Prime focus on mailer, flyer and press ads promotions for both West Malaysia and East Malaysia to push digitally for sales contribution
- Work closely with the traditional marketing team and the media team to ensure all steps are aligned to derive towards similar objectives which is increasing marketing results
- Analyze and provide reports, insights, updates of the overall digital industry to improve performance continuously
- Respond to work requests by other divisions/departments/suppliers/partners and delegating tasks to the rightful personnel after discussions
- Fulfilling departmental KPIs that is assigned to this position
- Responsible to carry out any other task instructed by the management.

A Manager, Retail Digital Marketing needs:

Knowledge

- Advance knowledge and understanding of various digital file formats and printing terminology
- Website Analytics
- An expert with AdWords platform, Google Analytics and Facebook Advert Manager
- A broad understanding of digital channels and online marketing
- Knowledge on Personal Data Protection Act (PDPA)

Skills

- Have an analytical mind coupled with a creative mind
- Good planning and project management skills
- Strong analytical thinking and able to understand the overall direction of the company

Attributes

- Strong leadership qualities, positive mindset and confidence

DEPARTMENT LEADER, FRESH (LEVEL 4)

This role may also be called: Floor Executive, Team Leader, Department Executive

A Department Leader of Fresh product is responsible to assist department manager in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates for Fresh products in a Supermarket or Hypermarket.

Responsibilities may include:

- Monitor fresh department receiving, handling and replenishing operations
- Administer operational performance, departmental costs and alerting immediate superior on impending issue.
- Ensure right level of stock on the shelves and perform periodic verification of expiration dates for fresh products.
- Ensure availability of sufficient levels of in-stock position on basics and optimize stock turnover
- Execute high store standards, apparel rack rules, end cap profile, signing, shelf labelling, etc
- Follow up on Trading Standards, code dating and product rotation.
- Implement all corporate processes or procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost and service level.
- Manage the inventory and taking measures to minimize damages, loss and thefts.
- Implement visual merchandising as recommended and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Provide inputs to logistics department in order to optimize the replenishment and to merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Report to immediate superior on operational issues and recommend possible solutions.
- Report on clients claims/requests to the immediate superior and taking steps to resolve them as directed.

A Department Leader, Fresh needs:

Knowledge

- Standards of fresh items/products
- Regulations of fresh items/products.
- Product knowledge (Fresh items/products)

Skills

- Analytical in solving problems.
- Business negotiation skills
- Administration and coaching skills
- Customer handling

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.

DEPARTMENT LEADER, FOODLINE (LEVEL 4)

This role may also be called: Floor Executive, Team Leader, Department Executive

A Department Leader of foodline products is responsible to assist department manager in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates for foodline products in a Supermarket or Hypermarket.

Responsibilities may include:

- Monitor foodline department receiving, handling and replenishing operations
- Administer operational performance, departmental costs and alerting immediate superior on impending issue.
- Ensure right level of stock on the shelves and perform periodic verification of expiration dates for foodline products.
- Ensure availability of sufficient levels of in-stock position on basics and optimize stock turnover
- Execute high store standards, apparel rack rules, end cap profile, signing, shelf labelling, etc
- Follow up on Trading Standards, code dating and product rotation.
- Implement all corporate processes or procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost and service level.
- Manage the inventory and taking measures to minimize damages, loss and thefts.
- Implement visual merchandising as recommended and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Provide inputs to logistics department in order to optimize the replenishment and to merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Report to immediate superior on operational issues and recommend possible solutions.
- Report on clients claims/requests to the immediate superior and taking steps to resolve them as directed.

A Department Leader, Foodline needs:

Knowledge

- Standards of foodline items/products
- Regulations of foodline items/products.
- Product knowledge (Foodline items/products)

Skills

- Analytical in solving problems.
- Business negotiation skills
- Administration and coaching skills
- Customer handling

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.

DEPARTMENT LEADER, SOFTLINE (LEVEL 4)

This role may also be called: Floor Executive, Team Leader and Department Executive

A Department Leader of Softline products is responsible to assist department manager in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates for Softline products in a Supermarket or Hypermarket.

Responsibilities may include:

- Monitor softline department receiving, handling and replenishing operations
- Administer operational performance, departmental costs and alerting immediate superior on impending issue.
- Ensure right level of stock on the shelves and perform periodic verification of expiration dates for softline products.
- Ensure availability of sufficient levels of in-stock position on basics and optimize stock turnover
- Execute high store standards, apparel rack rules, end cap profile, signing, shelf labelling, etc
- Follow up on Trading Standards, code dating and product rotation.
- Implement all corporate processes or procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost and service level.
- Manage the inventory and taking measures to minimize damages, loss and thefts.
- Implement visual merchandising as recommended and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Provide inputs to logistics department in order to optimize the replenishment and to merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Report to immediate superior on operational issues and recommend possible solutions.
- Report on clients claims/requests to the immediate superior and taking steps to resolve them as directed.

A Department Leader, Softline needs:

Knowledge

- Standards of, softline items/products
- Regulations of softline items/products.
- Product knowledge (Softline items/products)

Skills

- Analytical in solving problems.
- Business negotiation skills
- Administration and coaching skills
- Customer handling

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.

DEPARTMENT LEADER, HARDLINE (LEVEL 4)

This role may also be called: Floor Executive, Team Leader and Department Executive

A Department Leader of Hardline products is responsible to assist department manager in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates for Hardline products in a Supermarket or Hypermarket.

Responsibilities may include:

- Monitor hardline department receiving, handling and replenishing operations
- Administer operational performance, departmental costs and alerting immediate superior on impending issue.
- Ensure right level of stock on the shelves and perform periodic verification of expiration dates for hardline products.
- Ensure availability of sufficient levels of in-stock position on basics and optimize stock turnover
- Execute high store standards, apparel rack rules, end cap profile, signing, shelf labelling, etc
- Follow up on Trading Standards, code dating and product rotation.
- Implement all corporate processes or procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost and service level.
- Manage the inventory and taking measures to minimize damages, loss and thefts.
- Implement visual merchandising as recommended and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Provide inputs to logistics department in order to optimize the replenishment and to merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Report to immediate superior on operational issues and recommend possible solutions.
- Report on clients claims/requests to the immediate superior and taking steps to resolve them as directed.

A Department Leader, Hardline needs:

Knowledge

- Standards of, hardline items/products
- Regulations of hardline items/products.
- Product knowledge (Hardline items/products)

Skills

- Analytical in solving problems.
- Business negotiation skills
- Administration and coaching skills
- Customer handling

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.

DEPARTMENT LEADER, GROCERY (LEVEL 4)

This role may also be called: Floor Executive, Team Leader and Department Executive

A Department Leader of Grocery products is responsible to assist department manager in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates for grocery products in a Supermarket or Hypermarket.

Responsibilities may include:

- Monitor Grocery department receiving, handling and replenishing operations
- Administer operational performance, departmental costs and alerting immediate superior on impending issue.
- Ensure right level of stock on the shelves and perform periodic verification of expiration dates for grocery products.
- Ensure availability of sufficient levels of in-stock position on basics and optimize stock turnover
- Execute high store standards, apparel rack rules, end cap profile, signing, shelf labelling, etc
- Follow up on Trading Standards, code dating and product rotation.
- Implement all corporate processes or procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost and service level.
- Manage the inventory and taking measures to minimize damages, loss and thefts.
- Implement visual merchandising as recommended and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Provide inputs to logistics department in order to optimize the replenishment and to merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Report to immediate superior on operational issues and recommend possible solutions.
- Report on clients claims/requests to the immediate superior and taking steps to resolve them as directed.

A Department Leader, Grocery needs:

Knowledge

- Standards of, Grocery items/products
- Regulations of Grocery items/products.
- Product knowledge (Grocery items/products)

Skills

- Analytical in solving problems.
- Business negotiation skills
- Administration and coaching skills
- Customer handling

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.

DEPARTMENT LEADER, PERSONAL CARE (LEVEL 4)

This role may also be called: Floor Executive, Team Leader and Department Executive

A Department Leader, Personal Care is responsible to assist department manager in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates for personal care products in a Supermarket or Hypermarket.

Responsibilities may include:

- Monitor Personal Care department receiving, handling and replenishing operations
- Administer operational performance, departmental costs and alerting immediate superior on impending issue.
- Ensure right level of stock on the shelves and perform periodic verification of expiration dates for Personal Care products.
- Ensure availability of sufficient levels of in-stock position on basics and optimize stock turnover
- Execute high store standards, apparel rack rules, end cap profile, signing, shelf labelling, etc
- Follow up on Trading Standards, code dating and product rotation.
- Implement all corporate processes or procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost and service level.
- Manage the inventory and taking measures to minimize damages, loss and thefts.
- Implement visual merchandising as recommended and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Provide inputs to logistics department in order to optimize the replenishment and to merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Report to immediate superior on operational issues and recommend possible solutions.
- Report on clients claims/requests to the immediate superior and taking steps to resolve them as directed.

A Department Leader, Personal Care needs:

Knowledge

- Standards of, Personal care items/products
- Regulations of Personal care items/products.
- Product knowledge (Personal care items/products)

Skills

- Analytical in solving problems.
- Business negotiation skills
- Administration and coaching skills
- Customer handling

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.

STORE MANAGER, CONVENIENCE STORE (LEVEL 4)

This role may also be called: Branch Manager, Store Executive

A Store Manager, Convenience Store responsible for every aspect of the day-to-day supervision of retail outlets, including sales, staff, resources management and stock. Role is also responsible for ensuring their staff gives great customer service as well as monitoring the financial performance of the convenience store.

Responsibilities may include

- Complete store operational requirements by scheduling and assigning employees; following up on work results.
- Maintain store staff by recruiting, selecting, orienting, and training employees.
- Maintain store staff job results by coaching, counseling, and disciplining employees; planning, monitoring, and appraising job results.
- Achieve financial objectives by preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Identify current and future customer requirements by establishing rapport with potential and actual customers and other persons in a position to understand service requirements.
- Ensure availability of merchandise and services by approving contracts; maintaining inventories.
- Formulate pricing policies by reviewing merchandising activities; determining additional needed sales promotion; authorizing clearance sales; studying trends.
- Market merchandise by studying advertising, sales promotion, and display plans; analyzing operating and financial statements for profitability ratios.
- Secure merchandise by implementing security systems and measures.
- Protect employees and customers by providing a safe and clean store environment.
- Maintain the stability and reputation of the store by complying with legal requirements.
- Determine marketing strategy changes by reviewing operating and financial statements and departmental sales records.
- Maintain professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.
- Maintain operations by initiating, coordinating, and enforcing program, operational, and personnel policies and procedures.
- Contribute to team effort by accomplishing related results as needed.

A Store Manager, Convenience Store needs:

Knowledge

- Market knowledge
- Management proficiency

Skills

- Verbal communication
- Tracking budget expenses
- Business negotiation skills

Attributes

- High level of dedication and responsibility and good in client relationship

FLOOR EXECUTIVE (LEVEL 4)

This role may also be called: Store Executive

A Floor Executive for Department Store or Supermarket responsible for every aspect of the day-to-day supervision of retail outlets, including sales, staff, resources management and stock. Role is also responsible for ensuring their staff give great customer service as well as monitoring the financial performance of the sales department.

Responsibilities may include

- Complete operational requirements by scheduling and assigning employees; following up on work results.
- Maintain operation staff job results by coaching, counseling, and disciplining employees; planning, monitoring, and appraising job results.
- Achieve financial objectives by preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Identify current and future customer requirements by establishing rapport with potential and actual customers and other persons in a position to understand service requirements.
- Ensure availability of merchandise and services by approving contracts; maintaining inventories.
- Develop pricing policies by reviewing merchandising activities; determining additional needed sales promotion; authorizing clearance sales; studying trends.
- Market merchandise by studying advertising, sales promotion, and display plans; analyzing operating and financial statements for profitability ratios.
- Secure merchandise by implementing security systems and measures.
- Protect employees and customers by providing a safe and clean store environment.
- Maintain the stability and reputation of the store by complying with legal requirements.
- Determine marketing strategy changes by reviewing operating and financial statements and departmental sales records.
- Maintain professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.
- Maintain operations by initiating, coordinating, and enforcing program, operational, and personnel policies and procedures.
- Contribute to team effort by accomplishing related results as needed.

A Floor Executive needs:

Knowledge

- Retail Market knowledge
- Management proficiency

Skills

- Effective verbal communication
- Tracking budget expenses
- Business negotiation skills

Attributes

- High level of dedication and responsibility
- Good Customer Relationship

CATEGORY BUYER, FRESH (LEVEL 4)

This role may also be called: Buyer, Merchandiser

A Category Buyer of fresh goods is responsible to assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines product knowledge, customer demands and market trends.

Responsibilities may include

- Carry out fresh goods feasibility studies, propose on merchandise assortment, mix and concept.
- Assist the Merchandising Manager in sourcing, negotiating, acquiring and procuring the best value of fresh goods from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Prepare proposal on fresh goods sales and gross profit targets for each store, department for review on their performance periodically.
- Conduct store visits to check layout, assortment and display of fresh goods identifies slow moving items and dead stock, examines response to sales promotions, identifies problems and finds solutions
- Coach and develop operations staff on fresh goods knowledge, and educate group leaders / section leaders on merchandise knowledge.
- Monitor fresh goods sales performance, merchandise pricing and stock turnover levelin proposing promotional and discount sales events for the company.
- Conduct research and analysis of fresh goods sales and inventory reportsand other sources of information on customers' buying behavior.
- Conduct market survey on competitors' merchandising strategies, assortment, pricing, layout displays and promotional activities.
- Coordinate with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule and liaise with related departments to resolve any supply issues.

A Category Buyer, Fresh needs:

Knowledge

- Business processes of fresh goods
- Standards of,fresh goods
- Regulations of fresh goods.
- Product knowledge fresh items/products

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

CATEGORY BUYER, FOODLINE (LEVEL 4)

This role may also be called: Buyer, Merchandiser

A Category Buyer of foodline items or products is responsible to assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines, product knowledge, customer demands and market trends.

Responsibilities may include

- Carry out foodline products feasibility studies, proposed on merchandise assortment, mix and concept.
- Assists the Merchandising Manager in sourcing, negotiating, acquiring and procuring the best value of foodline products from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Prepare proposal on foodline products sales and gross profit targets for each store, department for review on their performance periodically.
- Conducts store visits to check layout, assortment and display of foodline products identify slow moving items and dead stock, examines response to sales promotions, identify problems and find solutions
- Coach and develop operations staff on foodline products knowledge, and educate group leaders / section leaders on merchandise knowledge.
- Monitor foodline products sales performance, merchandise pricing and stock turnover level in proposing promotional and discount sales events for the company.
- Conduct research and analysis of foodline products sales and inventory reports and other sources of information on customers' buying behavior.
- Conduct market survey on competitors' merchandising strategies, assortment, pricing, layout displays and promotional activities.
- Coordinate with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule and liaise with related departments to resolve any supply issues.

A Category Buyer, Hardline needs:

Knowledge

- Business processes of foodline products
- Standards of foodline products
- Regulations of foodline products.
- Foodline products knowledge

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

CATEGORY BUYER, SOFTLINE (LEVEL 4)

This role may also be called: Buyer, Merchandiser

A Category Buyer of softline merchandise or products is responsible to assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines, product knowledge, customer demands and market trends.

Responsibilities may include

- Carry out softline merchandise feasibility studies, proposed on merchandise assortment, mix and concept.
- Assist the Merchandising Manager in sourcing, negotiating, acquiring and procuring the best value of softline merchandise from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Prepare proposal on softline merchandise sales and gross profit targets for each store, department for review on their performance periodically.
- Conduct store visits to check layout, assortment and display of softline merchandise identify slow moving items and dead stock, examines response to sales promotions, identify problems and find solutions
- Coach and develop operations staff on softline merchandise knowledge, and educate group leaders / section leaders on merchandise knowledge.
- Monitor softline merchandise sales performance, merchandise pricing and stock turnover level in proposing promotional and discount sales events for the company.
- Conduct research and analysis softline merchandise sales and inventory reports and other sources of information on customers' buying behavior.
- Conduct market survey on competitors' merchandising strategies, assortment, pricing, layout displays and promotional activities.
- Coordinate with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule and liaises with related departments to resolve any supply issues.

A Category Buyer, Softline needs:

Knowledge

- Business processes of softline merchandise
- Standards of softline merchandise
- Regulations of softline merchandise.
- Product knowledge softline merchandise/products

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

CATEGORY BUYER, HARDLINE (LEVEL 4)

This role may also be called: Buyer, Merchandiser

A Category Buyer of hardline merchandise or products is responsible to assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines, product knowledge, customer demands and market trends.

Responsibilities may include

- Carry out hardline merchandise feasibility studies; propose on merchandise assortment, mix and concept.
- Assists the Merchandising Manager in sourcing, negotiating, acquiring and procuring the best value of hardline merchandise from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Prepare proposal on hardline merchandise sales and gross profit targets for each store, department for review on their performance periodically.
- Conduct store visits to check layout, assortment and display of hardline merchandise identify slow moving items and dead stock, examines response to sales promotions, identify problems and find solutions
- Coach and develop Operations staff on hardline merchandise knowledge, and educate group leaders / section leaders on merchandise knowledge.
- Monitor hardline merchandise sales performance, merchandise pricing and stock turnover level in proposing promotional and discount sales events for the company.
- Conduct research and analysis hardline merchandise sales and inventory reports and other sources of information on customers' buying behavior.
- Conduct market survey on competitors' merchandising strategies, assortment, pricing, layout displays and promotional activities.
- Coordinate with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule and liaises with related departments to resolve any supply issues.

A Category Buyer, Hardline needs:

Knowledge

- Business processes of hardline merchandise
- Standards of hardline merchandise
- Regulations of hardline merchandise.
- Product knowledge hardline merchandise

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

CATEGORY BUYER, GROCERY (LEVEL 4)

This role may also be called: Buyer, Merchandiser

A Category Buyer of grocery items or products is responsible to assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines, product knowledge, customer demands and market trends.

Responsibilities may include

- Carry out grocery items feasibility studies, propose on merchandise assortment, mix and concept.
- Assist the Merchandising Manager in sourcing, negotiating, acquiring and procuring the best value of grocery items from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Prepare proposal on grocery items sales and gross profit targets for each store, department for review on their performance periodically.
- Conduct store visits to check layout, assortment and display of grocery items, identify slow moving items and dead stock, examines response to sales promotions, identify problems and find solutions
- Coach and develop operations staff on grocery items knowledge, and educate group leaders / section leaders on merchandise knowledge.
- Monitor grocery items sales performance, merchandise pricing and stock turnover level in proposing promotional and discount sales events for the company.
- Conduct research and analysis of grocery items sales and inventory reports and other sources of information on customers' buying behavior.
- Conduct market survey on competitors' merchandising strategies, assortment, pricing, layout displays and promotional activities.
- Coordinate with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule and liaises with related departments to resolve any supply issues.

A Category Buyer, Hardline needs:

Knowledge

- Business processes of grocery items
- Standards of grocery items
- Regulations of grocery items.
- Product knowledge grocery items/products

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

CATEGORY BUYER, PERSONAL CARE (LEVEL 4)

This role may also be called: Buyer, Merchandiser

A Category Buyer of personal care products is responsible to assist the Merchandising Manager in ensuring all merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies and guidelines, product knowledge, customer demands and market trends.

Responsibilities may include

- Carry out personal care products feasibility studies; propose on merchandise assortment, mix and concept.
- Assist the Merchandising Manager in sourcing, negotiating, acquiring and procuring the best value of personal care products from suppliers locally and overseas for the company according to the business plan and within the approved budget.
- Prepare proposal on personal care products sales and gross profit targets for each store, department for review on their performance periodically.
- Conduct store visits to check layout, assortment and display of personal care products, identify slow moving items and dead stock, examine response to sales promotions, identify problems and find solutions
- Coach and develop operations staff on personal care products knowledge, and educate group leaders / section leaders on merchandise knowledge.
- Monitor personal care products sales performance, merchandise pricing and stock turnover level in proposing promotional and discount sales events for the company.
- Conduct research and analysis of personal care products sales and inventory reports and other sources of information on customers' buying behavior.
- Conduct market survey on competitors' merchandising strategies, assortment, pricing, layout displays and promotional activities.
- Coordinates with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule and liaises with related departments to resolve any supply issues.

A Category Buyer, Personal Care needs:

Knowledge

- Business processes of personal care products
- Standards of personal care products
- Regulations of personal care products.
- Product knowledge personal care merchandise/products

Skills

- Critical and analytical in solving problems.
- Business negotiation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

EXECUTIVE, STORE PLANNING AND SETUP (LEVEL 4)

This role may also be called:

An Executive, Store Planning and Setup responsible to carry out the store development process including new and remodel store growth by proposing the store design to create outstanding store layouts, store displays, fixtures, graphics, and store designs.

Responsibilities may include

- Execute store planning and design initiatives and activities for new and remodel stores, and special projects to include store resets and in-store testing.
- Propose store design layouts that are brand appropriate and operationally effective.
- Work with external architects, design consultancies, and fixture vendors to ensure seamless integration with process flow.
- Coordinate with Construction, Facilities, Procurement, Store Operations, Merchandising, Visual Merchandising, Marketing, IT, and field leadership teams in the store development process.
- Propose creative solutions for store fixtures, displays, and layouts.
- Prepares 2D and 3D architectural plans and elevation proposals for internal review.
- Designs and develops fixtures, displays, graphics, feature areas, and store environments as required to support business initiatives.
- Participates in design reviews of shop drawings, graphic programs, and merchandising systems to ensure design intent is met and brand integrity is maintained.
- Review of final architectural drawings created by architects for each project to ensure plans and details are accurate and in keeping with brand standards and design intent.
- Manage project to ensure according to operational requirements, agreed schedule and approved budget

An Executive, Store Planning and Setup needs:

Knowledge

- Working knowledge of CAD systems such as AutoCAD and Sketch Up
- Warehouse and Inventory system

Skills

- Excellent written, communication, presentation, and documentation skills
- Project management skills.
- Excellent analytical and problem-solving skills.
- Strong organizational skills; ability to plan, prioritize, and multi-task.
- Excellent ability to conceptualize spatial designs and architectural brand imaging.

Attributes

- Ability to work independently and collaboratively with internal and external partners
- Ability to develop relationships with key Business Partners.
- Highly organized and flexible with ability to take initiative, multitask, and prioritize projects
- Must thrive in a fast-paced environment and work both independently and closely with others.
- Building teams and partnerships

EXECUTIVE, STORE TRAINING (LEVEL 4)

This role may also be called:

Executive, Store Training responsible in teaching presentation and persuasion techniques to new staffs, simulating sales scenarios and preparing training programs that cover knowledge gaps. This position requires visiting regional retail stores to work closely with salespeople on a regular basis to develop their sales skills and product knowledge, provide excellent customer service.

Responsibilities may include

- Execute orientation programs for sales teams
- Conduct on boarding training sessions for new staffs
- Act as a consultant to salespeople for challenges they have on the job
- Observe how salespeople and cashiers interact with customers to identify areas of improvement
- Propose training needs both for individuals and teams
- Organize role-playing activities to simulate difficult customers cases (e.g. how to overcome objections)
- Advise salespeople how to up sell products and services
- Apply various sales training techniques (e.g. gamification, case studies and group activities)
- Maintain updated records of training curriculum and material
- Evaluate training program's effectiveness, success and ROI periodically and report on them
- Propose training budget
- Assess any specific problems and propose necessary training programs
- Maintain a keen understanding of training trends, developments and best practices

An Executive, Store Training needs:

Knowledge

- Human capital management
- Sales training programs

Skills

- Excellent communication and presentation skills
- Excellent writing skills
- Excellent analytical and problem-solving skills.
- Strong organizational skills; ability to plan, prioritize, and multi-task.

Attributes

- Ability to motivate employees to achieve sales quotas
- Ability to manage the full training cycle, including conducting in-person activities and using e-learning platforms
- Highly organized and flexible with ability to take initiative, multitask, and prioritize projects
- Availability to travel and visit our retail stores, as needed

EXECUTIVE, RECEIVING (LEVEL 4)

This role may also be called: Backroom Executive (Hypermarket), Merchandising Department Executive (Department Store)

An Executive, Receiving responsible to monitor all aspects of the delivery, transferring and receiving process at the backroom or receiving area of the store to ensure merchandised received as per ordered and accepted in good conditions

Responsibilities may include

- Review inventory and determine what merchandise need to be ordered.
- Prepare purchase orders and submit them to vendors, track orders, and arrange for the shipment of these items
- Oversee incoming items that arrive at their facility by reviewing purchase orders and matching shipped items to those that were ordered, note any discrepancies, document items received, and update inventory databases
- Ensure that all items are properly tagged, labeled, and stored safely within the warehouse.
- Monitor receiving teams to operate equipment such as forklifts and pallet jacks to move supplies and place them on shelving or stack them properly as required
- Review receiving process periodically to ensure running smoothly
- Ensure all that all safety procedures being followed in compliance with state or federal regulations
- Post safety information for employee review, train employee on safety methods
- Maintain neat and orderly environment

An Executive, Receiving needs:

Knowledge

- Retail product knowledge
- Stock and inventory management

Skills

- Inventory control skill.
- Computer skill
- Organizational skill

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

EXECUTIVE, VISUAL MERCHANDISING (LEVEL 4)

This role may also be called: A&P Executive, Marketing Executive, Assistant Manager Marketing

A Visual Merchandising Executive is responsible for the implementation of the visual merchandising plans to promote the image and product of the retail outlet. He/she is also responsible the set-up of merchandise display to ensure compliance with established Company visual merchandising plan, policies and guidelines.

Responsibilities may include:

- Execute visual merchandising standards which are in line with the company's brand and marketing strategy plan
- Carry out all aspects of visual presentation ie seasonal conceptualization design, production, windows display and in store visual merchandising layout are in accordance with company guidelines and visual merchandising plan.
- Coordinate with the Merchandising, Marketing and Operations teams in carry out the merchandising display in optimizing use of store space.
- Implement visual merchandising plans effectively and stay abreast in delivering visual merchandising display creatively to attract shoppers.
- Administer visual merchandising cost incurred on the maintenance and management of the fixtures and props of visual merchandising displays are well within the approved budget.
- Train and coach in store display artist on all aspects of visual presentation to ensure the set-up is consistently attractive and meet company standard.

An Executive, Visual Merchandising needs:

Knowledge

- Visual merchandising process
- Standards of visual merchandising
- Regulations of visual merchandising
- Knowledge In Design, Photoshop, and Illustrator required

Skills

- Strong Creative mind set
- Sense of marketing
- Change & Innovation

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

CHIEF CASHIER, CUSTOMER CARE (LEVEL 4)

This role may also be called: Executive, Customer Service

A Chief Cashier, Customer Care is responsible to assist the Manager in ensuring all Point of Sales activities run smoothly i.e. Point of Salesmanpower planning and Cash Register planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Check daily, monthly roster of Customer Care team especially when the peak period time.
- Conduct and share briefing to all Customer Care team on daily basis.
- Ensure the operations of Customer Care runs smoothly at selling area and cash register counters.
- Monitor staff performance at their own work station
- Evaluate Customer Voices through social media and walk-in customers.
- Conduct soft skill training to all the team members including operations staff from staff from other department.
- Liaise with HQ Customer Care to establish Standard Operating Procedures as and when necessary.
- Conduct Customer Care audit to the Customer Care team to ensure the service level is at the required level.
- Compile and prepare reports to be submitted to superior and HQ Customer Care.
- Motivate and counsel the team members as and when necessary.
- Conduct Performance Improvement Plan for the staff development.
- Analyse the reports and propose corrective action to overcome the issues.
- Compile and prepare reports to be submitted to Manager
- Motivate and counsel the team members as and when necessary.

A Chief Cashier, Customer Care needs:

Knowledge

- Cash management
- Standards of cash handling
- Regulations of cash handling
- Retail product knowledge

Skills

- Solving problems.
- People management
- Handling Complaint skills
- Documentation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication, responsibility and integrity

EXECUTIVE, LOSS PREVENTION AND SECURITY (LEVEL 4)

This role may also be called:

An Executive, Loss Prevention and Security is responsible to assist the Manager in providing safety to customer and staffs and monitoring security mishap such as theft, fraud and shrinkage cases.

Responsibilities may include:

- Execute and monitor safety and security plans for effectiveness.
- Organise emergency response teams meeting
- Assist in conducting risk audits and assessments
- Perform security investigations as per statutory regulation.
- Identify all entry points for customer priority to reduce the risk of theft by external and internal customers
- Determine the position of the CCTV Camera and if necessary, make changes to meet current requirements.
- Produce report on security and safety issues.
- Propose the number of safety or security staff requirements at each premise
- Conduct, monitor and coordinate fire drill with the authorities.
- Conduct, monitor and coordinate all OSHA requirement

Executive, Loss, Prevention and Security needs:

Knowledge

- OSHA Acts
- Statutory Regulation on Criminal and Procedure Code /Penal Code
- Building Regulation Statutory Regulations on Fire and Rescue Procedure

Skills

- Critical and Analytical in solving problems.
- Interrogations and Investigation skill
- Verbal and Communication skill

Attributes

- Good team player and able to work together with all levels of staff
- Firm and positive attributes
- High level of dedication and responsibility

EXECUTIVE, RECEIVING (HALAL) (LEVEL 4)

This role may also be called: Backroom Executive (Hypermarket), Merchandising Department Executive (Department Store)

An Executive, Receiving (Halal) is responsible to monitor all aspects of the delivery, transferring and receiving process at the backroom or receiving area of the store to ensure Halal merchandise received as per ordered and accepted in good conditions according to Halal requirements.

Responsibilities may include

- Review inventory and determine what Halal merchandise need to be ordered.
- Prepare purchase orders and submit them to vendors, track orders, and arrange for the shipment of these items
- Oversee incoming items that arrive at their facility by reviewing purchase orders and matching shipped items to those that were ordered, note any discrepancies, document items received, and update inventory databases
- Ensure that all items are properly tagged, labeled, and stored safely within the warehouse.
- Monitor receiving teams to operate equipment such as forklifts and pallet jacks to move supplies and place them on shelving or stack them properly as required
- Review receiving process periodically to ensure running smoothly
- Ensure all that all safety procedures being followed in compliance with state or federal regulations
- Post safety information for employee review, train employee on safety methods
- Maintain neat and orderly environment

An Executive, Receiving (Halal) needs:

Knowledge

- Stock and inventory management Halal food standards
- Halal Product handling and distribution,
- Halal product storage, display and servings,
- Hygiene, sanitation and food safety

Skills

- Inventory control skill.
- Computer skill
- Organizational skill

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

DEPARTMENT LEADER, FRESH (HALAL) (LEVEL 4)

This role may also be called: Floor Executive, Team Leader, Department Executive (Halal)

A Department Leader (Halal) Freshgoods or items is responsible to assist Department Manager (Halal) in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates for Fresh goods in a Supermarket or Hypermarket.

Responsibilities may include:

- Monitor Halal fresh goods receiving, handling and replenishing operations
- Administer operational performance, departmental costs and alerting immediate superior on impending issue.
- Ensure right level of stock on the shelves and perform periodic verification of expiration dates for Halal goods.
- Execute high store standards, apparel rack rules, end cap profile, signing, shelf labelling, etc
- Follow up on Trading Standards, code dating and product rotation.
- Implement all corporate processes or procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost and service level.
- Implement visual merchandising as recommended and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Provide inputs to logistics department in order to optimize the replenishment and to merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers' behaviour.
- Report to immediate superior on Halal goods operational issues and recommend possible solutions.
- Report on clients claims/requests to the immediate superior and taking steps to resolve them as directed.

A Department Leader, Fresh (Halal) needs:

Knowledge

- Halal food standards
- Halal good handling and distribution,
- Halal fresh goods storage, display and servings,
- Halal packaging and labelling.
- Hygiene, sanitation and food safety

Skills

- Analytical in solving problems.
- Business negotiation skills
- Administration and coaching skills
- Customer handling

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.

DEPARTMENT LEADER, FOODLINE (HALAL) (LEVEL 4)

This role may also be called: Floor Executive, Team Leader, Department Executive (Halal)

A Department Leader Halal Foodline products or items is responsible to assist Department Manager (Halal) in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates for Foodline products in a Supermarket or Hypermarket.

Responsibilities may include:

- Monitor Halal Foodline products receiving, handling and replenishing operations
- Administer operational performance, departmental costs and alerting immediate superior on impending issue.
- Ensure right level of stock on the shelves and perform periodic verification of expiration dates for Halal goods.
- Execute high store standards, apparel rack rules, end cap profile, signing, shelf labelling, etc
- Follow up on Trading Standards, code dating and product rotation.
- Implement all corporate processes or procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost and service level.
- Implement visual merchandising as recommended and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Provide inputs to logistics department in order to optimize the replenishment and to merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Report to immediate superior on Halal goods operational issues and recommend possible solutions.
- Report on clients claims/requests to the immediate superior and taking steps to resolve them as directed.

A Department Leader, Foodline (Halal) needs:

Knowledge

- Halal food standards
- Halal product handling and distribution,
- Halal product storage, display and servings,
- Halal packaging and labelling.
- Hygiene, sanitation and food safety

Skills

- Analytical in solving problems.
- Business negotiation skills
- Administration and coaching skills
- Customer handling

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility
- Building relationship

DEPARTMENT LEADER, GROCERY (HALAL) (LEVEL 4)

This role may also be called: Floor Executive, Team Leader, Department Executive (Halal)

A Department Leader for Halal grocery products is responsible to assist Department Manager (Halal) in the planning, receiving, handling and replenishment operations with respect to the right level of stock on the shelves, periodic verification of expiration dates for Grocery products in a Supermarket or Hypermarket.

Responsibilities may include:

- Monitor Halal Grocery products receiving, handling and replenishing operations
- Administer operational performance, departmental costs and alerting immediate superior on impending issue.
- Ensure right level of stock on the shelves and perform periodic verification of expiration dates for Halal goods.
- Execute high store standards, apparel rack rules, end cap profile, signing, shelf labelling, etc
- Follow up on Trading Standards, code dating and product rotation.
- Implement all corporate processes or procedures and standards such as hygiene, sanitation, and security and safety standards.
- Communicate to store personnel corporate standards and correspondent drivers of cost and service level.
- Implement visual merchandising as recommended and as needed adopt refinements imposed by store layout/infrastructure constraints/other constraints maintaining high standards of visual display and customer experience.
- Provide inputs to logistics department in order to optimize the replenishment and to merchandise with respect to possible improvements of assortment, pricing, suppliers, given clients requests, local competitors and suppliers behaviour.
- Report to immediate superior on Halal goods operational issues and recommend possible solutions.
- Report on clients claims/requests to the immediate superior and taking steps to resolve them as directed.

A Department Leader (Halal) needs:

Knowledge

- Halal food standards
- Halal product handling and distribution,
- Halal product storage, display and servings,
- Halal packaging and labelling.
- Hygiene, sanitation and food safety

Skills

- Analytical in solving problems.
- Business negotiation skills
- Administration and coaching skills
- Customer handling

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility
- Building relationship

CATEGORY BUYER, FRESH (HALAL) (LEVEL 4)

This role may also be called: Buyer, Merchandiser

Category Buyer of Halal fresh goods is responsible to assist the Merchandising Manager in ensuring all Halal fresh merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies, guidelines and according to Halal requirements.

Responsibilities may include:

- Carry out Halal fresh goods feasibility studies, propose on merchandise assortment, mix and concept.
- Assist the Merchandising Manager in sourcing, negotiating, acquiring and procuring the best value of Halal fresh goods from approved suppliers according to the business plan and within the approved budget.
- Prepare proposal on Halal fresh goods sales and gross profit targets for each store, department for review on their performance periodically.
- Conduct store visits to check layout, assortment and display of Halal fresh goods according to Halal regulatory body's requirements
- Identify slow moving items and dead stock, examines response to sales promotions, identifies problems and finds solutions
- Coach and develop operations staff on Halal fresh goods knowledge, and educate group leaders / section leaders on Halal merchandise knowledge.
- Monitor Halal fresh goods sales performance, merchandise pricing and stock turnover level in proposing promotional and discount sales events for the company.
- Conducts research and analysis of fresh goods sales and inventory reports and other sources of information on customers' buying behavior.
- Conducts market survey on competitors' merchandising strategies, assortment, pricing, layout displays and promotional activities.
- Coordinate with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule and liaises with related departments to resolve any supply issues.

A Category Buyer, Fresh (Halal) needs:

Knowledge

- Halal fresh goods
- Halal merchandising process
- Regulations on Halal fresh goods business

Skills

- Critical and analytical in solving problems.
- Business negotiation skills
- Halal auditing

Attributes

- Able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

CATEGORY BUYER, FOODLINE (HALAL) (LEVEL 4)

This role may also be called: Buyer, Merchandiser

A Category Buyer of Halal foodline products is responsible to assist the Merchandising Manager in ensuring all Halal foodline merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies, guidelines and according to Halal requirements.

Responsibilities may include:

- Carry out Halal foodline products feasibility studies; propose on merchandise assortment, mix and concept.
- Assist the Merchandising Manager in sourcing, negotiating, acquiring and procuring the best value of Halal foodline products from approved suppliers according to the business plan and within the approved budget.
- Prepare proposal on Halal foodline products sales and gross profit targets for each store, department for review on their performance periodically.
- Conduct store visits to check layout, assortment and display of Halal foodline products according to Halal regulatory body's requirements
- Identify slow moving items and dead stock, examines response to sales promotions, identify problems and find solutions
- Coach and develop operations staff on Halal foodline products knowledge, and educate group leaders / section leaders on Halal merchandise knowledge.
- Monitor foodline products sales performance, merchandise pricing and stock turnover level in proposing promotional and discount sales events for the company.
- Conduct research and analysis of foodline products sales and inventory reports and other sources of information on customers' buying behavior.
- Conduct market survey on competitors' merchandising strategies, assortment, pricing, layout displays and promotional activities.
- Coordinate with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule and liaises with related departments to resolve any supply issues.

A Category Buyer, Foodline (Halal) needs:

Knowledge

- Halal foodline products knowledge
- Halal merchandising process
- Regulations on Halal foodline products business

Skills

- Critical and analytical in solving problems.
- Business negotiation skills
- Halal auditing

Attributes

- Able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

CATEGORY BUYER, GROCERY (HALAL) (LEVEL 4)

This role may also be called: Buyer, Merchandiser

A Category Buyer of Halal grocery items is responsible to assist the Merchandising Manager in ensuring all Halal grocery merchandising activities i.e. merchandise development planning, supplier planning and inventory planning are carried out based on established policies, guidelines and according to Halal requirements.

Responsibilities may include:

- Carry out Halal grocery items feasibility studies, propose on merchandise assortment, mix and concept.
- Assists the Merchandising Manager in sourcing, negotiating, acquiring and procuring the best value of Halal grocery items from approved suppliers according to the business plan and within the approved budget.
- Prepares proposal on Halal grocery items sales and gross profit targets for each store, department for review on their performance periodically.
- Conducts store visits to check layout, assortment and display of Halal grocery items according to Halal regulatory body's requirements
- Identify slow moving items and dead stock, examine response to sales promotions, identify problems and find solutions
- Coach and develop operations staff on Halal grocery items knowledge and educate group leaders / section leaders on Halal merchandise knowledge.
- Monitors grocery items sales performance, merchandise pricing and stock turnover level in proposing promotional and discount sales events for the company.
- Conduct research and analysis of grocery items sales and inventory reports and other sources of information on customers' buying behavior.
- Conduct market survey on competitors' merchandising strategies, assortment, pricing, layout displays and promotional activities.
- Coordinate with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule and liaise with related departments to resolve any supply issues.

A Category Buyer, Grocery (Halal) needs:

Knowledge

- Halal grocery items knowledge
- Halal merchandising process
- Regulations on Halal grocery items business

Skills

- Critical and analytical in solving problems.
- Business negotiation skills
- Halal auditing

Attributes

- Able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

EXECUTIVE, ON-LINE STORE (LEVEL 4)

This role may also be called: E-Commerce Executive, Social Media Executive,

An On-line Store Executive is responsible for monitoring the store's website operations. This includes the posting/displaying of the goods, making sure that all links are working, updating the database, and of course, customer service.

Responsibilities may include

- Respond to emails as well as answer phone messages from both their clients and suppliers in 24 hours or less to make sure that the online store continuously runs smoothly
- Coordinate with logistics company as well as the suppliers and manufacturers of the products they provide
- Evaluate on pricing of all goods and keep a database of the inventory always know what products need to be replenished or changed.
- Makes a schedule for the cut-off of the order filling and payment for the day to ensure the buyer receives the packages in a timely manner.
- Execute on-line marketing strategies to support the Master Marketing Plan of the company
- Generate reports on the results and performance of all on-line business to measure the successful rate
- Optimize the usage of website to drive on-line traffic and involve in the development of ads creativity and landing pages
- Work closely with the traditional marketing team and the media team to ensure all steps are aligned to derive towards similar objectives which is increasing marketing results
- Provide reports, insights, updates of the overall on-line business industry to improve performance continuously
- Respond to work requests by other divisions/departments/suppliers/partners
- Responsible to carry out any other task instructed by the management.

An Executive, On-line Store needs:

Knowledge

- Advance knowledge and understanding of various digital file formats and printing terminology
- Website Analytics
- An expert with AdWords platform, Google Analytics and Facebook Advert Manager
- A broad understanding of digital channels and online marketing
- Knowledge on Personal Data Protection Act (PDPA)

Skills

- Good interpersonal skill and able to communicate well within group.
- Analytical mind coupled with a creative mind
- Good communication skills and human management

Attributes

- Positive mindset
- Confident and comfortable working with a broad range of customer.

EXECUTIVE, RETAIL DIGITAL MARKETING (LEVEL 4)

This role may also be called: E-Comm Executive, Digitalization Executive

An Executive, Retail Digital Marketing responsible to execute Digital Marketing planner based on Master Marketing Plan and Social Media Strategy to achieve maximum exposure on products, promotions or activities of the organization. Participate and involve in coming out with innovative ideas and effective designs without compromising the branding guidelines.

Responsibilities may include

- Assess digital marketing strategies to support the Master Marketing Plan of the company
- Maintain social media to ensure consistent posts and presence across all digital channels besides monitoring the social media
- Generate reports on the results and performance of all digital marketing campaigns to measure the successful rate
- Daily planning and monitoring the keywords and campaigns on Google AdWords Display networks as well as paid social campaigns
- Optimize the usage of website to drive online traffic and involve in the development of ads creativity and landing pages
- Supervise the content to ensure minimal or zero mistakes before being published across the digital platforms
- Identify possible avenues to derive income via digital platforms
- Prime focus on mailer, flyer and press ads promotions for both West Malaysia and East Malaysia to push digitally for sales contribution
- Work closely with the traditional marketing team and the media team to ensure all steps are aligned to derive towards similar objectives which is increasing marketing results
- Analyze and provide reports, insights, updates of the overall digital industry to improve performance continuously
- Respond to work requests by other divisions/departments/suppliers/partners and delegating tasks to the rightful personnel after discussions
- Responsible to carry out any other task instructed by the management.

An Executive, Retail Digital Marketing needs:

Knowledge

- Understanding of various digital file formats and printing terminology
- Website Analytics
- AdWords platform, Google Analytics and Facebook Advert Manager
- Understanding of digital channels and online marketing
- Knowledge on Personal Data Protection Act (PDPA)

Skills

- Good interpersonal skill and able to communicate well within group.
- Have an analytical mind coupled with a creative mind
- Analytical thinking and able to understand the overall direction of the company

Attributes

- Positive mindset
- Confident and comfortable working with a broad range of customer.

DEPARTMENT SUPERVISOR, FRESH (LEVEL 3)

This role may also be called: Line Leader, Group Leader

A Department Supervisor, Fresh products is responsible to monitor retail operations for fresh department or unit in a hypermarket or supermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines

Responsibilities may include:

- Perform exceptional service for customers and remain abreast of changing customer needs and new products
- Supervise staff to ensure that all department staff is customer focused and following department SOP and statutory requirement
- Work with superior to establish a pricing structure that will ensure that department margin goals are met
- Conduct periodic price comparisons with other stores and ensure accurate up-to-date price labeling on products
- Ensure that the products have attractive informative signage
- Ensure adequate supply and selection of products keeping out of stocks to a minimum
- Ensure accurate up-to-date records of cost of preparing deli items
- Maintain records pertaining to shrinkages (e.g. markdowns, spoils, spills, etc.)
- Coordinate cross merchandising of products with other departments and menu planning
- Ensure implementation to maintain accurate, updated records of product cost, production, and losses
- Ensure that department display units, equipment, work areas, storage areas, and sales floor are in clean and orderly condition
- Conduct monthly department inventory.
- Perform other tasks assigned by superior or the top management

A Department Supervisor, Fresh needs:

Knowledge

- Basic Fresh products knowledge
- Local authorities' requirement such as MDTC

Skills

- Basic computer skills (Microsoft Word, Excel)
- Communication skills: good listener; gives clear instructions
- Effective selling techniques
- Ability to handle multiple demands

Attribute

- Dedication to ensuring the customer has the best possible experience
- Excellent sense of organization
- Ability to stand for long periods
- Ability to learn and grow to meet the changing retail business requirements

DEPARTMENT SUPERVISOR, FOODLINE (LEVEL 3)

This role may also be called: Line Leader, Group Leader

A Department Supervisor, Foodline products is responsible to monitor retail operations for Foodline department or unit in a hypermarket or supermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines

Responsibilities may include:

- Perform exceptional service for customers and remain abreast of changing customer needs and new products
- Supervise staff to ensure that all department staff is customer focused and following department SOP and statutory requirement
- Work with superior to establish a pricing structure that will ensure that department margin goals are met
- Conduct periodic price comparisons with other stores and ensure accurate up-to-date price labelling on products
- Ensure that the products have attractive informative signage
- Ensure adequate supply and selection of products keeping out of stocks to a minimum
- Ensure accurate up-to-date records of cost of preparing deli items
- Maintain records pertaining to shrinkages (e.g. markdowns, spoils, spills, etc.)
- Coordinate cross merchandising of products with other departments and menu planning
- Ensure implementation to maintain accurate, updated records of product cost, production, and losses
- Ensure that department display units, equipment, work areas, storage areas, and sales floor are in clean and orderly condition
- Conduct monthly department inventory.
- Perform other tasks assigned by superior or the top management

A Department Supervisor, Foodline needs:

Knowledge

- Basic foodline products knowledge
- Local authorities' requirement such as MDTC

Skills

- Basic computer skills (Microsoft Word, Excel)
- Communication skills: good listener; gives clear instructions
- Effective selling techniques
- Ability to handle multiple demands

Attribute

- Dedication to ensuring the customer has the best possible experience
- Excellent sense of organization
- Ability to stand for long periods
- Ability to learn and grow to meet the changing retail business requirements

DEPARTMENT SUPERVISOR, SOFTLINE (LEVEL 3)

This role may also be called: Line Leader, Group Leader

A Department Supervisor, softline products is responsible to monitor retail operations for Softline department or unit in a hypermarket or department store and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines

Responsibilities may include:

- Perform exceptional service for customers and remain abreast of changing customer needs and new products
- Supervise staff to ensure that all department staff is customer focused and following department SOP and statutory requirement
- Work with superior to establish a pricing structure that will ensure that department margin goals are met
- Conduct periodic price comparisons with other stores and ensure accurate up-to-date price labeling on products
- Ensure that the products have attractive informative signage
- Ensure adequate supply and selection of products keeping out of stocks to a minimum
- Ensure accurate up-to-date records of cost of preparing deli items
- Maintain records pertaining to shrinkages (e.g. markdowns, spoils, spills, etc.)
- Coordinate cross merchandising of products with other departments and menu planning
- Ensure implementation to maintain accurate, updated records of product cost, production, and losses
- Ensure that department display units, equipment, work areas, storage areas, and sales floor are in clean and orderly condition
- Conduct monthly department inventory.
- Perform other tasks assigned by superior or the top management

A Department Supervisor, Softline needs:

Knowledge

- Basic softline products knowledge
- Local authorities' requirement such as MDTC

Skills

- Basic computer skills (Microsoft Word, Excel)
- Communication skills: good listener; gives clear instructions
- Effective selling techniques
- Ability to handle multiple demands

Attribute

- Dedication to ensuring the customer has the best possible experience
- Excellent sense of organization
- Ability to stand for long periods
- Ability to learn and grow to meet the changing retail business requirements

DEPARTMENT SUPERVISOR, HARDLINE (LEVEL 3)

This role may also be called: Line Leader, Group Leader

A Department Supervisor, Hardline products is responsible to monitor retail operations for Hardline department or unit in a hypermarket or supermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines

Responsibilities may include:

- Perform exceptional service for customers and remain abreast of changing customer needs and new products
- Supervise staff to ensure that all department staff is customer focused and following department SOP and statutory requirement
- Work with superior to establish a pricing structure that will ensure that department margin goals are met
- Conduct periodic price comparisons with other stores and ensure accurate up-to-date price labeling on products
- Ensure that the products have attractive informative signage
- Ensure adequate supply and selection of products keeping out of stocks to a minimum
- Ensure accurate up-to-date records of cost of preparing deli items
- Maintain records pertaining to shrinkages (e.g. markdowns, spoils, spills, etc.)
- Coordinate cross merchandising of products with other departments and menu planning
- Ensure implementation to maintain accurate, updated records of product cost, production, and losses
- Ensure that department display units, equipment, work areas, storage areas, and sales floor are in clean and orderly condition
- Conduct monthly department inventory.
- Perform other tasks assigned by superior or the top management

A Department Supervisor, Hardline needs:

Knowledge

- Basic hardline products knowledge
- Local authorities' requirement such as MDTC

Skills

- Basic computer skills (Microsoft Word, Excel)
- Communication skills: good listener; gives clear instructions
- Effective selling techniques
- Ability to handle multiple demands

Attribute

- Dedication to ensuring the customer has the best possible experience
- Excellent sense of organization
- Ability to stand for long periods
- Ability to learn and grow to meet the changing retail business requirements
-

DEPARTMENT SUPERVISOR, GROCERY (LEVEL 3)

This role may also be called: Line Leader, Group Leader

A Department Supervisor, Grocery products is responsible to monitor retail operations for Grocery department or unit in a hypermarket or supermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines

Responsibilities may include:

- Perform exceptional service for customers and remain abreast of changing customer needs and new products
- Supervise staff to ensure that all department staff is customer focused and following department SOP and statutory requirement
- Work with superior to establish a pricing structure that will ensure that department margin goals are met
- Conduct periodic price comparisons with other stores and ensure accurate up-to-date price labeling on products
- Ensure that the products have attractive informative signage
- Ensure adequate supply and selection of products keeping out of stocks to a minimum
- Ensure accurate up-to-date records of cost of preparing deli items
- Maintain records pertaining to shrinkages (e.g. markdowns, spoils, spills, etc.)
- Coordinate cross merchandising of products with other departments and menu planning
- Ensure implementation to maintain accurate, updated records of product cost, production, and losses
- Ensure that department display units, equipment, work areas, storage areas, and sales floor are in clean and orderly condition
- Conduct monthly department inventory.
- Perform other tasks assigned by superior or the top management

A department supervisor, Grocery needs:

Knowledge

- Basic Grocery products knowledge
- Local authorities' requirement such as MDTC

Skills

- Basic computer skills (Microsoft Word, Excel)
- Communication skills: good listener; gives clear instructions
- Effective selling techniques
- Ability to handle multiple demands

Attribute

- Dedication to ensuring the customer has the best possible experience
- Excellent sense of organization
- Ability to stand for long periods
- Ability to learn and grow to meet the changing retail business requirements

DEPARTMENT SUPERVISOR, PERSONAL CARE (LEVEL 3)

This role may also be called: Line Leader, Group Leader

A Department Supervisor, Personal Care products is responsible to monitor retail operations for Personal Care department or unit in a hypermarket or supermarket and ensuring all sales activities run smoothly by providing excellent customer service through good selection of products, pricing and attend to customers' needs as and when necessary are carried out based on established policies and guidelines

Responsibilities may include:

- Perform exceptional service for customers and remain abreast of changing customer needs and new products
- Supervise staff to ensure that all department staff is customer focused and following department SOP and statutory requirement
- Work with superior to establish a pricing structure that will ensure that department margin goals are met
- Conduct periodic price comparisons with other stores and ensure accurate up-to-date price labeling on products
- Ensure that the products have attractive informative signage
- Ensure adequate supply and selection of products keeping out of stocks to a minimum
- Ensure accurate up-to-date records of cost of preparing deli items
- Maintain records pertaining to shrinkages (e.g. markdowns, spoils, spills, etc.)
- Coordinate cross merchandising of products with other departments and menu planning
- Ensure implementation to maintain accurate, updated records of product cost, production, and losses
- Ensure that department display units, equipment, work areas, storage areas, and sales floor are in clean and orderly condition
- Conduct monthly department inventory.
- Perform other tasks assigned by superior or the top management

A Department Supervisor, Personal Care needs:

Knowledge

- Basic Personal Care products knowledge
- Local authorities' requirement such as MDTCA

Skills

- Basic computer skills (Microsoft Word, Excel)
- Communication skills: good listener; gives clear instructions
- Effective selling techniques
- Ability to handle multiple demands

Attribute

- Dedication to ensuring the customer has the best possible experience
- Excellent sense of organization
- Ability to stand for long periods
- Ability to learn and grow to meet the changing retail business requirements

SUPERVISOR, STORE OPERATION (LEVEL 3)

This role may also be called:

A Supervisor of Store Operation is responsible to assist the Store Manager or Floor Executive in ensuring all store operation activities run smoothly such as manpower execution as per planning and customer service management are carried out based on established policies and guidelines.

Responsibilities may include:

- Check daily roster of store operation team especially when the peak period time.
- Conduct and share briefing to all store operation team on daily basis.
- Monitor staff performance at their own work station.
- Attend to customer voices through walk-in customers.
- Conduct soft skill training to all the team members to meet the company standard.
- Check and ensure the documentations at the work stations are in order.
- Check and ensure all necessary consumption stocks like printer cartridge, stationary and others are sufficient at the counter.
- Check and ensure the counters are clean at all times.
- Check and monitor the cash management flow at the work station.

A Supervisor, Store Operation needs:

Knowledge

- Standards of customer services
- Regulations of customer services
- Retail product knowledge

Skills

- Solving problems.
- People management skills
- Handling Complaint skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

OFFICER, STORE PLANNING AND SETUP (LEVEL3)

This role may also be called: Supervisor

An Officer, Store Planning and Setup responsible to assist in the store development process according to store layouts, store displays, fixtures, graphics, and store design requirements.

Responsibilities may include

- Assist in store planning and design initiatives and activities for new and remodel stores, and special projects.
- Prepare store design layouts that are brand appropriate and operationally effective.
- Work with external architects, design consultancies on designing activities.
- Propose creative solutions for store fixtures, displays, and layouts.
- Prepare 2D and 3D architectural plans and elevation proposals for internal review.
- Design and develop fixtures, displays, graphics, feature areas, and store environments as required to support business initiatives.
- Participate in designing of shop drawings, graphic programs, and merchandising systems to ensure design intent is met and brand integrity is maintained.
- Interpret final architectural drawings for each project and check plans and details are accurate
- Supervise project to ensure according to operational requirements and agreed schedule.

An Officer, Store Planning and Setup needs:

Knowledge

- Working knowledge of CAD systems such as AutoCAD and Sketch Up
- Warehouse and Inventory system

Skills

- Good written, communication, presentation, and documentation skills
- Project Supervision skills.
- Problem-solving skills.
- Administration skills; ability to plan, prioritize, and multi-task.
- Ability to interpret designs and architectural drawings

Attributes

- Ability to work independently and collaboratively with internal and external partners
- Organized and flexible with ability to take initiative
- Must work both independently and closely with others.
- Building teams and partnerships.

OFFICER, STORE TRAINING (LEVEL 3)

This role may also be called:

An Officer, Store Training is responsible in teaching presentation and persuasion techniques to new staffs, simulating sales scenarios and preparing training programs that cover knowledge gaps. This position requires visiting regional retail stores to work closely with salespeople on a regular basis to develop their sales skills and product knowledge, provide excellent customer service.

Responsibilities may include

- Supervise orientation programs for sales teams
- Conduct onboarding training sessions for new staffs
- Identify challenges face by sales people on their jobs
- Identify areas of improvement for salespeople and cashiers
- Prepare training modules both for individuals and teams
- Conduct role-playing activities to simulate difficult customers cases (e.g. how to overcome objections)
- Conduct various sales training techniques and group activities during training
- Update records of training curriculum and material
- Assess training program's effectiveness and propose solutions.
- Propose training budget
- Assess any specific problems and propose necessary training programs
- Maintain a keen understanding of training trends, developments and best practices

An Officer, Store Training needs:

Knowledge

- Human capital management
- Sales Training Programs

Skills

- Good communication and presentation skills
- Good writing skills
- Good problem-solving skills.
- Good administration skills.

Attributes

- Ability to conduct the full training cycle, including conducting in-person activities and using e-learning platforms
- Organized and flexible with ability to take initiative

SUPERVISOR, RECEIVING (LEVEL 3)

This role may also be called: Backroom Supervisor (Hypermarket), Merchandising Management Department Supervisor (Department Store)

A Supervisor, Receiving responsible to oversee the delivery and receiving process at the backroom or receiving area of the store to ensure merchandised received as per ordered requirements and accepted in good conditions

Responsibilities may include

- Oversee incoming items that arrive at their facility by reviewing purchase orders and matching shipped items to those that were ordered, note any discrepancies, document items received, and update inventory databases
- Support and coordinate operations within their department regarding the unloading, intake, storage, and distribution of items
- Monitor receiving teams to operate equipment such as forklifts and pallet jacks to move supplies and place them on shelving or stack them properly as required
- Trace and track shipments to ensure timely delivery
- Ensure that all items are properly tagged, labeled, and stored safely within the storage area.
- Conduct employee training and onboarding activities.
- Monitor good returns process
- Maintain accurate and updated inventory records
- Investigate and resolve situations where items received are not properly documented in the daily receipt log
- Provide reports to management or other warehouse personnel to aid in decision-making and identify areas for improvement
- Contribute to personnel and staffing decisions, particularly during busy time periods when additional help is needed.
- Review receiving processes periodically to make sure that operations are running smoothly and efficiently.

A Supervisor, Receiving needs:

Knowledge

- Retail product knowledge
- Stock and Inventory Management
- Product Handling Safety Procedure

Skills

- Inventory control skill.
- Organizational skill
- Logistics skill

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

VISUAL MERCHANDISING ASSISTANT (LEVEL3)

This role may also be called:

A Visual Merchandising Assistant is responsible for assisting the Executive in developing visual merchandising plans according to requirement and works are carried out in compliance with established visual merchandising plan, policies and guidelines.

Responsibilities may include:

- Follow visual merchandising standards which are in line with the company's brand and marketing strategy plan
- Prepare visual presentation materials for conceptualization design, production, windows display and in store visual merchandising layout.
- Supervise the merchandising teams of display artists in arranging the appropriate assortment on merchandising display in optimizing use of store space.
- Check the visual merchandising plans and propose solutions
- Monitor signage and window displays according to requirements
- Ensure maintenance and the upkeeping of any display equipment
- Prepare all visual merchandising and display materials according to set budget.
- Supervise training programs on all aspects of visual merchandising and presentation
- Ensure all visual merchandising works completed as per schedule and according to SOP and business targets

A Visual Merchandising Assistant needs:

Knowledge

- Processes of visual merchandising
- Standards of visual merchandising
- Regulations of visual merchandising

Skills

- Creative mind set
- Sense of marketing
- Good written, communication, presentation, and documentation skills
- Good organizational skills; ability to plan, prioritize, and multi-task.
- Good ability to conceptualize spatial designs and architectural brand imaging

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

SUPERVISOR CASHIER, CUSTOMER CARE (LEVEL 3)

This role may also be called: Supervisor, Customer Service

A Supervisor Cashier, Customer Care is responsible to assist the Chief Cashier in ensuring all Point of Sales activities run smoothly i.e. Point of Sales manpower planning and Cash Register planning are carried out based on established policies and guidelines.

Responsibilities may include:

- Prepare daily, monthly roster of Customer Care team especially when the peak period time.
- Conduct briefing to all Customer Care team on daily basis.
- Round the selling area and cash register counters to ensure the operations of Customer Care runs smoothly.
- Supervise staff performance at their own work station
- Attend to Customer voices through social media and walk-in customers.
- Ensure Customer Care services carry out according to established Standard Operating Procedures.
- Prepare reports to be submitted to superior
- Train and coach the team members to be able to meet the required service level.
- Prepare Customer Care reports and propose corrective action to overcome the issues.
- Attend Customer Care meeting and other meetings related to Customer Care team.
- Train and coach the team members to be able to meet the required service level.

A Supervisor Cashier, Customer Care needs:

Knowledge

- Standards of cash handling
- Regulations of cash handling
- Retail product knowledge

Skills

- Solving problems.
- People management
- Handling Complaint skills
- Documentation skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication, responsibility and integrity

OFFICER, LOSS PREVENTION AND SECURITY (LEVEL 3)

This role may also be called:

An Officer, Loss Prevention and Security is responsible to assist the Executive in providing safety to customer and staffs and preventing or monitoring security and also responsible for detecting any suspicious behavior and preventing vandalism, thefts or other criminal behavior.

Responsibilities may include:

- Perform patrolling of premises regularly to maintain order and establish presence
- Monitor and authorize entrance of people in the store
- Secure all exits, doors and windows after end of operations
- Check CCTV cameras periodically to identify disruptions or unlawful acts
- Investigate people for suspicious activity or possessions
- Respond to alarms by investigating and assessing the situation
- Provide assistance to people in need
- Apprehend and detain perpetrators according to legal procedure before arrival of authorities
- Submit reports of daily surveillance activity and important occurrences
- Perform jobs according to OSHA requirements

Officer, Loss, Prevention and Security needs:

Knowledge

- OSHA Acts
- Knowledge of legal guidelines for area security and public safety
- Statutory Regulation on Criminal and Procedure Code /Penal Code
- Building Regulation Statutory Regulations on Fire and Rescue procedure

Skills

- Excellent surveillance and observation skills
- Interrogations and Investigation skill
- Verbal and Communication skill
- Familiarity with report writing

Attributes

- Good team player and able to work together with all levels of staff
- Firm and positive attributes
- High level of dedication and responsibility

SUPERVISOR, RECEIVING (HALAL) (LEVEL 3)

This role may also be called:

A Supervisor, Receiving (Halal) responsible to oversee the delivery and receiving process of Halal goods, items or products at the backroom or receiving area of the store to ensure merchandised received as per ordered requirements and accepted in good conditions and meet Halal requirements.

Responsibilities may include

- Oversee incoming Halal goods, items or products that arrive at their facility by reviewing purchase orders and matching shipped items to those that were ordered, note any discrepancies, document items received, and update inventory databases
- Supports and coordinates operations within their department regarding the unloading, intake, storage, and distribution of items
- Monitor receiving teams to operate equipment such as forklifts and pallet jacks to move supplies and place them on shelving or stack them properly as required at Halal dedicated area.
- Ensure that all items are properly tagged, labeled, and stored safely within the storage area.
- Conduct employee training and onboarding activities.
- Maintain accurate and updated records
- Provide reports to management or other warehouse personnel to aid in decision-making and identify areas for improvement
- Contribute to personnel and staffing decisions, particularly during busy time periods when additional help is needed.
- Review receiving processes periodically to make sure that Halal receiving operation are running smoothly and efficiently.

A Supervisor, Receiving (Halal) needs:

Knowledge

- Halal product knowledge
- Halal food standards
- Halal product handling and distribution,
- Halal product storage, display requirements
- Halal packaging and labelling.
- Stock and Inventory Management

Skills

- Inventory control skill.
- Organizational skill
- Logistics skill

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

DEPARTMENT SUPERVISOR, FRESH (HALAL) (LEVEL 3)

This role may also be called: Line Leader (Halal), Group Leader (Halal)

A Department Supervisor, Fresh (Halal) is responsible to oversee retail operations for Halal fresh goods in a hypermarket or supermarket and ensuring all sales activities run smoothly by providing excellent customer service and attend to customers' needs as and when necessary are carried out based on established policies and guidelines.

Responsibilities may include:

- Perform exceptional service for customers and remain abreast of changing customer needson Halal fresh goods
- Supervise staff to ensure that all department staff is customer focusedand following department SOP and statutory requirement
- Ensure that the Halal goods have attractive informative signage
- Ensure adequate supply and selection of Halal fresh goods keeping out of stocks to a minimum
- Ensure accurate up-to-date records of cost of preparing deli items
- Maintain records pertaining to shrinkages (e.g. markdowns, spoils, spills, etc.)
- Coordinate cross merchandising of Halal goods with other departments and menu planning
- Ensure implementation to maintain accurate, updated records of product cost, production, and losses
- Ensure that department display units, equipment, work areas, storage areas, and sales floor are in clean condition and Halal compliance
- Conduct monthly department inventory.
- Perform other tasks assigned by superior or the top management

A Department Supervisor, Fresh (Halal) needs:

Knowledge

- Basic fresh products knowledge
- Halal food standards
- Halal product handling and distribution,
- Halal product storage, display and servings,
- Halal packaging and labelling.

Skills

- Basic computer skills (Microsoft Word, Excel)
- Communication skills: good listener; gives clear instructions
- Effective selling techniques
- Ability to handle multiple demands

Attribute

- Dedication to ensuring the customer has the best possible experience
- Excellent sense of organization
- Ability to stand for long periods
- Ability to learn and grow to meet the changing retail business requirements

DEPARTMENT SUPERVISOR, FOODLINE (HALAL) (LEVEL 3)

This role may also be called: Line Leader (Halal), Group Leader (Halal)

A Department Supervisor, Halal Foodline is responsible to oversee retail operations for halal foodline products goods in a hypermarket or supermarket and ensuring all sales activities run smoothly by providing excellent customer service and attend to customers' needs as and when necessary are carried out based on established policies and guidelines.

Responsibilities may include:

- Perform exceptional service for customers and remain abreast of changing customer needson Halal foodline products
- Supervise staff to ensure that all department staff is customer focusedand following department SOP and statutory requirement
- Ensure that the Halal goods have attractive informative signage
- Ensure adequate supply and selection of Halal foodline products keeping out of stocks to a minimum
- Ensure accurate up-to-date records of cost of preparing deli items
- Maintain records pertaining to shrinkages (e.g. markdowns, spoils, spills, etc.)
- Coordinate cross merchandising of Halal goods with other departments and menu planning
- Ensure implementation to maintain accurate, updated records of product cost, production, and losses
- Ensure that department display units, equipment, work areas, storage areas, and sales floor are in clean condition and Halal compliance
- Conduct monthly department inventory.
- Perform other tasks assigned by superior or the top management

A Department Supervisor, Foodline (Halal) needs:

Knowledge

- Basic Foodline products knowledge
- Halal food standards
- Halal Product handling and distribution,
- Halal product storage, display and servings,
- Halal packaging and labelling.

Skills

- Basic computer skills (Microsoft Word, Excel)
- Communication skills: good listener; gives clear instructions
- Effective selling techniques
- Ability to handle multiple demands

Attribute

- Dedication to ensuring the customer has the best possible experience
- Excellent sense of organization
- Ability to stand for long periods
- Ability to learn and grow to meet the changing retail business requirements

DEPARTMENT SUPERVISOR, GROCERY (HALAL) (LEVEL 3)

This role may also be called: Line Leader (Halal), Group Leader (Halal)

A Department Supervisor, Grocery (Halal) is responsible to oversee retail operations for halal grocery products or items in a hypermarket or supermarket and ensuring all sales activities run smoothly by providing excellent customer service and attend to customers' needs as and when necessary are carried out based on established policies and guidelines.

Responsibilities may include:

- Perform exceptional service for customers and remain abreast of changing customer needson Halal grocery products
- Supervise staff to ensure that all department staff is customer focusedand following department SOP and statutory requirement
- Ensure that the Halal grocery products have attractive informative signage
- Ensure adequate supply and selection of Halal grocery products keeping out of stocks to a minimum
- Ensure accurate up-to-date records of cost of preparing deli items
- Maintain records pertaining to shrinkages (e.g. markdowns, spoils, spills, etc.)
- Coordinate cross merchandising of Halal grocery products with other departments and menu planning
- Ensure implementation to maintain accurate, updated records of product cost, production, and losses
- Ensure that department display units, equipment, work areas, storage areas, and sales floor are in clean condition and Halal compliance
- Conduct monthly department inventory.
- Perform other tasks assigned by superior or the top management

A Department Supervisor, Grocery (Halal) needs:

Knowledge

- Basic Groceryproducts knowledge
- Halal food standards
- Halal Product handling and distribution,
- Halal product storage, display and servings,
- Halal packaging and labelling.

Skills

- Basic computer skills (Microsoft Word, Excel)
- Communication skills: good listener; gives clear instructions
- Effective selling techniques
- Ability to handle multiple demands

Attribute

- Dedication to ensuring the customer has the best possible experience
- Excellent sense of organization
- Ability to stand for long periods
- Ability to learn and grow to meet the changing retail business requirements

ASSISTANT BUYER, FRESH (LEVEL 3)

This role may also be called: Buyer, Merchandiser

Assistant Buyer, Fresh is responsible to assist the Category Buyer in ensuring all fresh goods merchandising activities i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities based on established policies and guidelines are carried out timely.

Responsibilities may include:

- Prepare and compile reports on monthly budget to Category Buyer which includes sales target, gross profit, price alteration, inventory level and requirements
- Prepare and issue Purchase Order according to requirements
- Follow up with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule.
- Keep tabs on information from Merchant and Supplier and enter it into merchandising IT systems to update the records and data as per the approved guideline.
- Track inventory, monitor delivery, note pricing, spell out vendor terms, file artwork, process invoices, and handle purchase orders.
- Coordinate merchant and supplier meeting, prepare and follow up on the business contract documentation.
- Coordinate promotions activities with marketing and operations/sales team

An Assistant Buyer, Fresh needs:

Knowledge

- Business processes of fresh goods
- Standards of fresh goods products
- Regulations of freshgoods.

Skills

- Computer literacy
- Good Time management
- Problem Solving

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

ASSISTANT BUYER, FOODLINE (LEVEL 3)

This role may also be called: Buyer, Merchandiser

Assistant Buyer, Foodline is responsible to assist the Category Buyer in ensuring all foodline products merchandising activities i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities based on established policies and guidelines are carried out timely.

Responsibilities may include:

- Prepare and compile reports on monthly budget to Category Buyer which includes sales target, gross profit, price alteration, inventory level and requirements
- Prepare and issue Purchase Order according to requirements
- Follow up with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule.
- Keep tabs on information from Merchant and Supplier and enter it into merchandising IT systems to update the records and data as per the approved guideline.
- Track inventory, monitor delivery, note pricing, spell out vendor terms, file artwork, process invoices, and handle purchase orders.
- Coordinate merchant and supplier meeting, prepare and follow up on the business contract documentation.
- Coordinate promotions activities with marketing and operations/sales team

An Assistant Buyer, Foodline needs:

Knowledge

- Business processes of foodline products
- Standards of foodline products
- Regulations of foodline products.

Skills

- Computer literacy
- Good Time management
- Problem Solving

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

ASSISTANT BUYER, SOFTLINE (LEVEL 3)

This role may also be called: Buyer, Merchandiser

Assistant Buyer, Softline is responsible to assist the Category Buyer in ensuring all Softline products merchandising activities i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities based on established policies and guidelines are carried out timely.

Responsibilities may include:

- Prepare and compile reports on monthly budget to Category Buyer which includes sales target, gross profit, price alteration, inventory level and requirements
- Prepare and issue Purchase Order according to requirements
- Follow up with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule.
- Keep tabs on information from Merchant and Supplier and enter it into merchandising IT systems to update the records and data as per the approved guideline.
- Track inventory, monitor delivery, note pricing, spell out vendor terms, file artwork, process invoices, and handle purchase orders.
- Coordinate merchant and supplier meeting, prepare and follow up on the business contract documentation.
- Coordinate promotions activities with marketing and operations/sales team

An Assistant Buyer, Softline needs:

Knowledge

- Business processes of softline merchandise
- Standards of softline merchandise
- Regulations of softline merchandise.

Skills

- Computer literacy
- Good Time management
- Problem Solving

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

ASSISTANT BUYER, HARDLINE (LEVEL 3)

This role may also be called: Buyer, Merchandiser

Assistant Buyer, Hardline is responsible to assist the Category Buyer in ensuring all hardline products merchandising activities i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities based on established policies and guidelines are carried out timely.

Responsibilities may include:

- Prepare and compile reports on monthly budget to Category Buyer which includes sales target, gross profit, price alteration, inventory level and requirements
- Prepare and issue Purchase Order according to requirements
- Follow up with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule.
- Keep tabs on information from Merchant and Supplier and enter it into merchandising IT systems to update the records and data as per the approved guideline.
- Track inventory, monitor delivery, note pricing, spell out vendor terms, file artwork, process invoices, and handle purchase orders.
- Coordinate merchant and supplier meeting, prepare and follow up on the business contract documentation.
- Coordinate promotions activities with marketing and operations/sales team

An Assistant Buyer, Hardline needs:

Knowledge

- Business processes of hardline merchandise
- Standards of hardline merchandise
- Regulations of hardline merchandise.

Skills

- Computer literacy
- Good Time management
- Problem Solving

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

ASSISTANT BUYER, GROCERY (LEVEL 3)

This role may also be called: Buyer, Merchandiser

Assistant Buyer, Grocery is responsible to assist the Category Buyer in ensuring all grocery items merchandising activities i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities based on established policies and guidelines are carried out timely.

Responsibilities may include:

- Prepare and compile reports on monthly budget to Category Buyer which includes sales target, gross profit price alteration, inventory level and requirements
- Prepare and issue Purchase Order according to requirements
- Follow up with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule.
- Keep tabs on information from Merchant and Supplier and enter it into merchandising IT systems to update the records and data as per the approved guideline.
- Track inventory, monitor delivery, note pricing, spell out vendor terms, file artwork, process invoices, and handle purchase orders.
- Coordinate merchant and supplier meeting, prepare and follow up on the business contract documentation.
- Coordinate promotions activities with marketing and operations/sales team

An Assistant Buyer, Grocery needs:

Knowledge

- Business processes of grocery items
- Standards of grocery items
- Regulations of grocery items.

Skills

- Computer literacy
- Good Time management
- Problem Solving

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

ASSISTANT BUYER, PERSONAL CARE (LEVEL 3)

This role may also be called: Buyer, Merchandiser

Assistant Buyer, Personal Care is responsible to assist the Category Buyer in ensuring all personal care products merchandising activities i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities based on established policies and guidelines are carried out timely.

Responsibilities may include:

- Prepare and compile reports on monthly budget to Category Buyer which includes sales target, gross profit, price alteration, inventory level and requirements
- Prepare and issue Purchase Order according to requirements
- Follow up with in-house operations/sales team and suppliers to ensure the delivery of merchandise is according to schedule.
- Keep tabs on information from Merchant and Supplier and enter it into merchandising IT systems to update the records and data as per the approved guideline.
- Track inventory, monitor delivery, note pricing, spell out vendor terms, file artwork, process invoices, and handle purchase orders.
- Coordinate merchant and supplier meeting, prepare and follow up on the business contract documentation.
- Coordinate promotions activities with marketing and operations/sales team

An Assistant Buyer, Personal Care needs:

Knowledge

- Business processes of personal care products
- Standards of personal care products
- Regulations of personal care products.

Skills

- Computer literacy
- Good Time management
- Problem Solving

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

ASSISTANT BUYER, FRESH (HALAL) (LEVEL 3)

This role may also be called:

Assistant Buyer, Fresh (Halal) is responsible to assist the Category Buyer (Halal) in ensuring all Halal fresh goods merchandising activities i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities based on established policies and guidelines are carried out timely.

Responsibilities may include:

- Prepare and compile Halal Fresh goods reports on monthly budget to Category Buyer (Halal) which includes sales target, gross profit, price alteration, inventory level and requirements
- Prepare and issue Purchase Order according to requirements
- Follow up with in-house operations/sales team and suppliers to ensure the delivery of Halal goods is according to schedule.
- Keep tabs on information from merchant and supplier and enter it into merchandising IT systems to update the records and data as per the approved guideline.
- Track inventory, monitor delivery, note pricing, spell out vendor terms, file artwork, process invoices, and handle purchase orders.
- Coordinate merchant and supplier meeting, prepare and follow up on the business contract documentation.
- Coordinate Halal goods promotions activities with marketing and operations/sales team

An Assistant Buyer, Fresh (Halal) needs:

Knowledge

- Halal Fresh product knowledge
- Halal food standards
- Halal packaging and labelling.
- Regulations of fresh goods.
- Purchasing procedure

Skills

- Computer literacy
- Good Time management
- Problem Solving

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

ASSISTANT BUYER, FOODLINE (HALAL) (LEVEL 3)

This role may also be called:

Assistant Buyer, Foodline (Halal) is responsible to assist the Category Buyer (Halal) in ensuring all Halal foodline products merchandising activities i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities based on established policies and guidelines are carried out timely.

Responsibilities may include:

- Prepare and compile Halal Foodline products reports on monthly budget to Category Buyer (Halal) which includes sales target, gross profit, price alteration, inventory level and requirements
- Prepare and issue Purchase Order according to requirements
- Follow up with in-house operations/sales team and suppliers to ensure the delivery of Halal goods is according to schedule.
- Keep tabs on information from Merchant and Supplier and enter it into merchandising IT systems to update the records and data as per the approved guideline.
- Track inventory, monitor delivery, note pricing, spell out vendor terms, file artwork, process invoices, and handle purchase orders.
- Coordinate merchant and supplier meeting, prepare and follow up on the business contract documentation.
- Coordinate Halal goods promotions activities with marketing and operations/sales team

An Assistant Buyer, Foodline (Halal) needs:

Knowledge

- Halal foodline product knowledge
- Halal food standards
- Halal packaging and labelling.
- Regulations of foodline products.
- Purchasing procedure

Skills

- Computer literacy
- Good Time management
- Problem Solving

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

ASSISTANT BUYER, GROCERY (HALAL) (LEVEL 3)

This role may also be called:

Assistant Buyer, Grocery (Halal) is responsible to assist the Category Buyer (Halal) in ensuring all Halal grocery merchandising activities i.e. merchandise buying documentation process, supplier delivery, inventory report and merchandise promotional activities based on established policies and guidelines are carried out timely.

Responsibilities may include:

- Prepare and compile Halal grocery products reports on monthly budget to Category Buyer (Halal) which includes sales target, gross profit, price alteration, inventory level and requirements
- Prepare and issue Purchase Order according to requirements
- Follow up with in-house operations/sales team and suppliers to ensure the delivery of Halal goods is according to schedule.
- Keep tabs on information from Merchant and Supplier and enter it into merchandising IT systems to update the records and data as per the approved guideline.
- Track inventory, monitor delivery, note pricing, spell out vendor terms, file artwork, process invoices, and handle purchase orders.
- Coordinate merchant and supplier meeting, prepare and follow up on the business contract documentation.
- Coordinate Halal goods promotions activities with marketing and operations/sales team

An Assistant Buyer, Grocery (Halal) needs:

Knowledge

- Halal grocery product knowledge
- Halal food standards
- Halal packaging and labelling.
- Regulations of grocery products.
- Purchasing procedure

Skills

- Computer literacy
- Good Time management
- Problem Solving

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

SALES ASSISTANT OPERATIONS (LEVEL 2)

This role may also be called: Assistant, Customer Service

Sales Assistant, Operations whether in Hypermarket, Supermarket, Department Store or Convenience store is responsible to assist in the sales operations and attend to customers' needs as and when necessary are carried out based on established policies and guidelines.

Responsibilities may include:

- Greet customers who enter the store or outlet
- Assist shoppers to find the goods and products they are looking for.
- Stock shelves with merchandise.
- Attach price tags to merchandise on the shop floor.
- Ensure goods are well displayed
- Answer queries from customers.
- Deal with customer complaints.
- Report discrepancies and problems to the supervisor.
- Keep the store tidy and clean, this includes hovering and mopping.
- Work within established guidelines, particularly with brands.
- Record in the system and/or documenting of transaction as and when necessary.
- Check all necessary consumption stocks like printer cartridge, stationary and others are sufficient at the counter.
- Ensure the cash management transactions are according to company compliance at all times.
- Perform other sales operation duties assigned by superior

A Sales Assistant, Operation needs:

Knowledge

- Retail products knowledge
- Consumer goods
- Inventory techniques

Skills

- Customer relation skills
- Handling Complaint skills

Attributes

- Having a friendly and engaging personality.
- Comfortable working with members of the public.
- Should have a confident manner.
- Must be helpful and polite.

STORE ASSISTANT, RECEIVING (LEVEL 2)

This role may also be called: Backroom assistant (Hypermarket), Merchandising Management Department Assistant (Department Store)

Store Assistant, Receiving responsible to perform some or all of the duties in receiving or physical handling of the merchandise at the back room or receiving area.

Responsibilities may include

- Count, weigh or measure items of incoming shipments in order to verify information against invoices, orders, bills of lading or other records
- Examine and unpack incoming shipments; record shortages and reject damaged items
- Route items to various departments
- Examine incoming delivery or shipment to ensure they meet specifications
- Operate lift truck from shipping and receiving platform to storage area
- Sort, count, identify, verify and track all material to maintain accurate inventory records
- Regularly enter inventory data into on a timely basis
- Assist management in recycling material in the receiving department
- Inform superior any receiving issues on a timely basis
- Utilize forklifts cum power jacks to move materials according to proper safety instructions and as directed
- Perform other tasks assigned by superior

A Store Assistant, Receiving needs:

Knowledge

- Retail product knowledge
- Stock and inventory management

Skills

- Inventory control skill.
- Computer skill
- Organizational skill

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

DISPLAY ARTIST (LEVEL 2)

This role may also be called: Sales, Promotion and Advertising Assistant

Display Artist is responsible to carry out the design of the visual merchandising plans and executing artistic effects for use in stores and store windows or other display places in order to maximise to promote the image and product of the retail outlet. He/she is also preparing merchandise display to ensure compliance with established Company visual merchandising plan, policies and guidelines.

Responsibilities may include:

- Design merchandise displays based on specific themes, occasions, promotions styles or images according to company merchandising plan.
- Attend to store staff and managers on any requisition for POP cards, signage or posters.
- Carry out displays using products accessories, mannequin styling, props, lighting and other display materials.
- Responsible for the maintenance and the upkeep of any display equipment such as mannequins, L-Stands, skirting, banner stand, information box and etc.
- Change signage and window displays daily.
- Perform other tasks assigned by superior

A Display Artist, Visual Merchandising needs:

Knowledge

- Standards of visual merchandising
- Regulations of visual merchandising
- Knowledge in Design, Photoshop, and Illustrator

Skills

- Strong creative mind set
- Good drawing and writing skills
- Sense of fashion

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- High level of dedication and responsibility

CASHIER, CUSTOMER CARE (LEVEL 2)

This role may also be called: Cashier

Cashier, Customer Care is responsible to assist the Supervisor in ensuring all cashiering activities run smoothly providing excellent Customer Service through Cash Register transaction and attend to customers' needs as and when necessary are carried out based on established policies and guidelines.

Responsibilities may include:

- Greet customers entering the store
- Attend to customer requests and needs at cashier counter
- Clean and ensure the cashier counters are neat and tidy at all times.
- Follow the Cash Management guidelines when performing the transaction at cashier counter at all times.
- Attend to customer voices through walk-in customers at cashier counter.
- Attend briefing conducted by superior.
- Compute and record totals of transactions
- Check all necessary consumption stocks like printer cartridge, stationary and others are sufficient at the counter.
- Perform other tasks assigned by superior

A Cashier, Customer Care needs:

Knowledge

- Standards of cash and media handling
- Regulations of cash and media handling
- Retail product knowledge

Skills

- Calculation
- Interpersonal relation
- Handling complaint skills

Attributes

- Good team player and able to work together with all levels of the cross-functional team
- Non-disclosure of the company's confidential information.
- Dedication, responsibility and integrity

SECURITY, LOSS PREVENTION AND SECURITY (LEVEL 3)

This role may also be called:

Security, Loss Prevention and Security is responsible to conduct works in providing safety to customer and staffs and also responsible for detecting any suspicious behavior and preventing vandalism, thefts or other criminal behavior.

Responsibilities may include:

- Perform patrolling of premises regularly to maintain order and establish presence
- Observe and check entrance of people in the store
- Secure all exits, doors and windows after end of operations
- Check CCTV cameras periodically to identify disruptions or unlawful acts
- Investigate people for suspicious activity or possessions
- Answer alarm and investigate the disturbance
- Provide assistance to people in need
- Apprehend and detain perpetrators according to legal procedure before arrival of authorities
- Report daily surveillance activity to officer
- Perform jobs according to work instructions and safety requirements

A Security, Loss, Prevention and Security needs:

Knowledge

- Work Safety Procedure
- Security system and Functions
- Fire and Rescue Procedures

Skills

- Good surveillance and observation skills
- Investigation skill
- Verbal and Communication skill
- Familiarity with report writing

Attributes

- Good team player and able to work together with all levels of staff
- Alertness
- High level of dedication and responsibility

STORE ASSISTANT, RECEIVING (HALAL) (LEVEL 2)

This role may also be called: Backroom assistant (Hypermarket), Merchandising Management Department Assistant (Department Store)

Store Assistant, Receiving (Halal) responsible to perform some or all of the duties in receiving or physical handling of the Halal goods or items at the back room or receiving area.

Responsibilities may include

- Count, weigh or measure items of incoming shipments in order to verify information against invoices, orders, bills of lading or other records
- Examine and unpack incoming shipments; record shortages and reject damaged items
- Route items to various departments
- Examine incoming delivery or shipment to ensure they meet specifications
- Operate lift truck from shipping and receiving platform to storage area
- Sort, count, identify, verify and track all material to maintain accurate inventory records
- Regularly enter inventory data into on a timely basis
- Assist management in recycling material in the receiving department
- Inform superior any receiving issues on a timely basis
- Utilize forklifts cum power jacks to move materials according to proper safety instructions and as directed
- Perform other tasks assigned by superior

A Store Assistant, Receiving (Halal) needs:

Knowledge

- Halal product knowledge
- Halal product handling and distribution,
- Halal product storage
- Halal packaging and labelling.

Skills

- Ability to operate handling equipment.
- Good in Calculation
- Quality Inspection skill

Attributes

- Good team player
- Non-disclosure of the company's confidential information.
- Level of dedication and responsibility