### SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

#### SKILLS MAP - DIRECTOR OF SALES AND MARKETING

<table>
<thead>
<tr>
<th>Sector Track</th>
<th>Sub-Track</th>
<th>Occupation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel and Accommodation Services</td>
<td>Sales and Marketing</td>
<td>Sales and Marketing Professional</td>
</tr>
</tbody>
</table>

#### Job Role Description

The Director of Sales and Marketing leads the sales and marketing team in optimising revenue from room sales, catering, events and conference services by attaining sales revenue targets. He/She establishes annual business plans, sales and marketing strategies and key performance indicators for the department and drives revenue management. He directs all sales and marketing activities including market research and partnership management. He also directs resource management, sets service guidelines and standards, and establishes ethical and regulatory parameters, procedures and guidelines for sales and marketing activities to ensure the efficient functioning of the department.

He fosters relationships with multiple stakeholders including business partners, media, corporate clients and customers to drive business growth, enhance brand image and build customer loyalty. As a head of the sales and marketing department, he establishes the department's financial plans and oversees budget expenditures. He is also responsible for reviewing talent capabilities as well as the development and career plans for the department, and leads the adoption of new technologies to innovate customer engagement and experience.

He is a well-organised and resourceful individual who possesses strong leadership skills to lead the department to meet sales targets and marketing project timelines. He possesses good communication and interpersonal skills, maintaining good rapport with strategic partners to achieve organisational objectives. He works in a fast-paced environment, and may be required at times to work on evenings, weekends and public holidays, in support of sales activities and marketing events.

#### Critical Work Functions and Key Tasks

<table>
<thead>
<tr>
<th>Critical Work Functions</th>
<th>Key Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop sales, marketing and branding strategies</td>
<td>Establish annual business plans for the sales and marketing department</td>
</tr>
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<td>Establish annual business plans for the sales and marketing department</td>
<td>Oversee and direct all sales and marketing activities</td>
</tr>
<tr>
<td>Lead formulation of sales, marketing and public relations strategies</td>
<td>Direct resource management for sales and marketing activities to achieve performance targets</td>
</tr>
<tr>
<td>Develop sales and marketing key performance indicators for the department</td>
<td>Lead market research to identify industry and market trends for sales and marketing opportunities</td>
</tr>
<tr>
<td>Drive revenue management for the sales and marketing department to achieve revenue growth</td>
<td>Drive negotiation and management of alliances and partnerships to expand sales and marketing networks</td>
</tr>
<tr>
<td>Direct development of branding strategies to enhance brand reputation and equity</td>
<td>Establish ethical, legal and regulatory parameters, procedures and guidelines for sales and marketing activities</td>
</tr>
<tr>
<td>Lead review of reputation risk exposure across business units to minimise business impact</td>
<td>Oversee performance management of the sales and marketing department to achieve sales targets</td>
</tr>
<tr>
<td>Manage sales and marketing functions</td>
<td>Manage relationships and partnerships</td>
</tr>
<tr>
<td>Foster relationships with internal and external stakeholders for business growth</td>
<td>Lead collaboration with internal stakeholders to enhance brand image and customer experience</td>
</tr>
<tr>
<td>Lead market research to identify industry and market trends for sales and marketing opportunities</td>
<td>Establish and upkeep strategic partnerships with external stakeholders</td>
</tr>
<tr>
<td>Drive negotiation and management of alliances and partnerships to expand sales and marketing networks</td>
<td>Manage human resources, finance, report management and continuous improvement</td>
</tr>
<tr>
<td>Establish ethical, legal and regulatory parameters, procedures and guidelines for sales and marketing activities</td>
<td>Present reports and recommendations for management updates and decision-making</td>
</tr>
<tr>
<td>Oversee performance management of the sales and marketing department to achieve sales targets</td>
<td>Establish financial plans and budget requirements for the sales &amp; marketing department</td>
</tr>
<tr>
<td>Manage relationships and partnerships</td>
<td>Oversee expenditure reports and statements to address budget variances</td>
</tr>
<tr>
<td>Foster relationships with internal and external stakeholders for business growth</td>
<td>Lead technology adoption to innovate customer experience</td>
</tr>
<tr>
<td>Lead collaboration with internal stakeholders to enhance brand image and customer experience</td>
<td>Review talent capability and develop high potential employees in the sales and marketing division</td>
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</table>

#### Technical Skills and Competencies

<table>
<thead>
<tr>
<th>Technical Skills and Competencies</th>
<th>Generic Skills and Competencies (Top 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Management</td>
<td>Leadership</td>
</tr>
<tr>
<td>Budgeting</td>
<td>Decision Making</td>
</tr>
<tr>
<td>Business Negotiation</td>
<td>Interpersonal Skills</td>
</tr>
<tr>
<td>Business Opportunities Development</td>
<td>Sense-Making</td>
</tr>
<tr>
<td>Skills and Competencies</td>
<td>Level</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
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</tr>
<tr>
<td>Business Presentation Delivery</td>
<td>Level 5</td>
</tr>
<tr>
<td>Business Relationship Building</td>
<td>Level 5, Level 6</td>
</tr>
<tr>
<td>Dispute Resolution</td>
<td>Level 5</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>Level 5</td>
</tr>
<tr>
<td>Legal Compliance Management</td>
<td>Level 5</td>
</tr>
<tr>
<td>Market Research</td>
<td>Level 5</td>
</tr>
<tr>
<td>Marketing Strategy Development and Implementation</td>
<td>Level 5</td>
</tr>
<tr>
<td>Organisational Relationship Building</td>
<td>Level 5</td>
</tr>
<tr>
<td>People and Performance Management</td>
<td>Level 5</td>
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<tr>
<td>People Development</td>
<td>Level 5</td>
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<tr>
<td>Public Relations Management</td>
<td>Level 5</td>
</tr>
<tr>
<td>Room Revenue Management</td>
<td>Level 5, Level 6</td>
</tr>
<tr>
<td>Revenue Optimisation</td>
<td>Level 5</td>
</tr>
<tr>
<td>Sales Channel Management</td>
<td>Level 5</td>
</tr>
<tr>
<td>Staff Management</td>
<td>Level 6</td>
</tr>
<tr>
<td>Technology Adoption and Innovation</td>
<td>Level 5</td>
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For a list of Training Programmes available for the Hotel and Accommodation Services sector, please visit www.skillsfuture.sg/skills-framework/has

The information contained in this document serves as a guide.