

Solution Brief

IBM Watson Talent Frameworks for Retail

Industry specific job skills for organizational success



Workforce planning and effectiveness, focused online marketing, and efficient seasonal hiring outcomes are some of the workforce challenges faced by Retailers today. A clear understanding of the employee skills in your talent pool, is critical in maximizing sales per customer interaction and building the best brand for your Retail business.

Watson Talent Frameworks is designed to help you identify, measure and address employee skill gaps relevant to your industry. Our solution supports you in quickly onboarding new customer service staff with a detailed set of skills expectations specific to their individual roles. Retain and rehire your best seasonal sales associates by providing clear visibility to future career opportunities, and engage existing store managers with skill-specific content to drive day-to-day performance and on-going development.

Connect People to Business

Watson Talent Frameworks for Retail ensures a benchmark model to centralize and provide consistency in how you define jobs and skills across all aspects of talent management. It provides HR both data and content to match the right talent with company requirements,

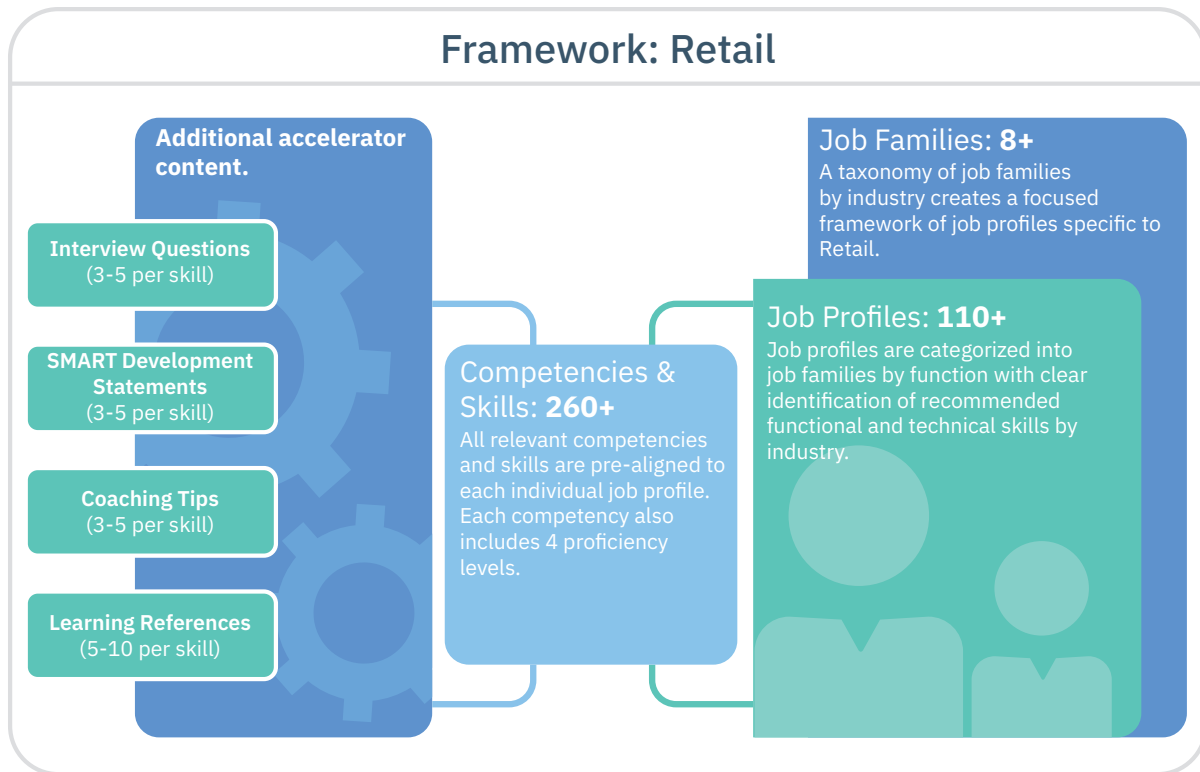
creating an engaging employee experience to drive better business results.

Watson Talent Frameworks includes several key elements:

- Pre-defined job profiles detail the skills and levels of proficiency employees need to excel.
- Standard job descriptions attract qualified candidates by clearly defining key responsibilities.
- Interview questions provide a guide for accurately assessing candidates.
- Job-specific skills, behaviours and coaching tips support managers in facilitating clear, objective performance reviews.
- SMART development statements give employees specialized, actionable practices to help them improve and achieve more.
- Learning References provide a path for growth and development.
- The jobs taxonomy drives engagement with clear and transparent career opportunities.

Watson Talent Frameworks powers people analytics and cognitive HR with a data rich foundation.

Fig 1: IBM Watson Talent Frameworks architecture



Deep Dive: Job Profile

Let us peruse a job profile from Watson Talent Frameworks for Retail to better understand the data and content available. Consider the job profile of a 'Store Manager' highlighted below as a sample.

Table 1. Job profile classification with descriptions.

Job Family Code	RST
Job Family Name	Store Management
Job Family Description	Day-to-day operation and management of physical retail stores
Job Profile Code	RST-3STM
Job Profile	Store Manager
Job Role Description	Manages the day-to-day operations of a retail store. directs and oversees all store functions.
Job Band ID	3
Job Responsibility	<ol style="list-style-type: none"> (1) Developing strategies and plans to improve customer service, drive store sales, and increase profitability. (2) Ensuring a consistent, quality store experience for customers: customer needs are met, complaints are resolved, and service is quick and efficient. (3) Maximizing inventory, cash control and loss prevention techniques. Ensuring appropriate store appearance and merchandise presentation. Creating and executing company action plans to increase sales and profits and reduce shrink. (4) Preparing capital and operating budgets. Controlling store expenses, payroll budget and shrinkage dollars. Recruiting and developing staff. Creating and communicating action plans to optimize results.

* Each job profile is assigned a unique job code ID, mapped to a job family, and tagged to an appropriate job band.

* Apart from descriptions of the main job family and the job role, each job profile includes four key job responsibilities.

Table 1.1. Job band categories and descriptions for each.

Job Band ID	Job Band Name	Job Band Description
1	Executive Management	Vision, policy, strategy and direction setting; Enterprise and industry view; Driving organizational goals
2	Senior Management	Strategy formulation; Vision implementation; Operational responsibility; Cost and risk management; Enterprise view
3	Management; Senior Level Consulting	Functional, technical or process leadership; Management of multiple teams; High complexity and ambiguity; Tactical responsibilities
4	First Line Management; Senior Professional	Team or technical supervision; Expertise and experience with complex technical activities; Project management and consulting
5	Team Leadership; Technical Professional	Difficult technical tasks; Implementation experience; Self-sufficiency; Small project responsibility; Technical supervision
6	Administrator; Technician, Trainee	Routine technical or administrative tasks; Follows procedures; Operates under supervision

* Each job profile is mapped to one of six pre-defined job bands.



Deep Dive: Competencies & Skills - Overview

Let us explore recommended competencies and skills data for the sample job profile highlighted in Table 1.

Table 2. List of competencies recommended for Store Manager: RST-3STM.

Competency Code	Competency Name	Proficiency Level	Priority
B0100	Operational Functions	3 - Extensive Experience	2 - Medium
B0150	Products and Services	3 - Extensive Experience	2 - Medium
B0410	Business Process Improvement	2 - Working Experience	2 - Medium
B0470	Risk Management	3 - Extensive Experience	2 - Medium
B1030	Quality Management	3 - Extensive Experience	2 - Medium
I0625	Mentoring Others	3 - Extensive Experience	2 - Medium
I0700	Decision Making and Critical Thinking	3 - Extensive Experience	2 - Medium
L0240	Judgment and Decision Making	2 - Working Experience	3 - High
L0320	Continuous Transformation	2 - Working Experience	3 - High
L0340	Process Improvement	3 - Extensive Experience	3 - High
L0360	Quality Orientation	3 - Extensive Experience	3 - High
L0380	Systemic Perspective	2 - Working Experience	3 - High
M0100	Organizational Change Mgmt	2 - Working Experience	2 - Medium
M0150	Team Management	3 - Extensive Experience	3 - High
M0200	Customer Service Management	3 - Extensive Experience	3 - High
M0250	Project Management	3 - Extensive Experience	2 - Medium
M0750	Staff and Career Development	3 - Extensive Experience	2 - Medium
M1000	Managerial Courage	3 - Extensive Experience	1 - Low
TRE0010	Retail Business Development	2 - Working Experience	1 - Low
TRE0110	Store-based Retailing	3 - Extensive Experience	3 - High
TRE0300	Sales & Marketing	2 - Working Experience	2 - Medium
TRE0500	RETAIL CUSTOMER SUPPORT	3 - Extensive Experience	3 - High
TRE0510	Retail Customer Support Policies, Standards and Procedures	2 - Working Experience	2 - Medium
TRE0520	Retail Customer Interaction	3 - Extensive Experience	2 - Medium
TRE0530	Retail Problem Management Process	2 - Working Experience	3 - High
TRE0560	Customer Experience Management (CEM)	3 - Extensive Experience	3 - High
TRE0800	Retail Operations	3 - Extensive Experience	3 - High
TRE0810	Facilities Management (Retail)	3 - Extensive Experience	3 - High
TRE0820	Service Center Management	2 - Working Experience	2 - Medium
TRE0830	Cash and Receipts Management	2 - Working Experience	2 - Medium
TRE1010	Retail Store Design	3 - Extensive Experience	3 - High
TRE1020	Retail Space Management	3 - Extensive Experience	3 - High

*RST-3STM Store Manager has 12 more competencies not shown herein.



Deep Dive: Competencies & Skills - Detail

Let us explore all the data and content available for the sample competency highlighted in Table 2.

Table 3. Competency and skill details of Store-based Retailing: TRE0110.

Competency Code: TRE0110 Competency Name: Store-based Retailing	
Competency Description	Ability to develop, support and carry out the operations of stores catering to retail customers; knowledge of the related issues and considerations.
Proficiency Levels	Level 1: Basic understanding
	Level 2: Working experience
	Level 3: Extensive experience
	Level 4: Subject matter depth/breadth
Proficiency Level Behaviors	<ol style="list-style-type: none"> (1) Directs the activities and promoted services of store personnel. (2) Facilitates business cycles and manages associated operational requirements. (3) Implements and monitors customer service and quality management strategies. (4) Makes recommendations for integrating store sales with other sales channels. (5) Manages one or more retail stores. (6) Selects tools and techniques for identifying and targeting retail prospects and customers.

* Each competency is defined by four levels of proficiency – Level 1: Basic understanding, Level 2: Working experience, Level 3: Extensive experience, Level 4: Subject matter depth/breadth

Table 3.1. Accelerator content for each competency includes – Interview questions & SMART Development statements.

Competency Code: TRE0110 Competency Name: Store-based Retailing	
Interview Questions	<ol style="list-style-type: none"> (1) Tell me about your experience managing the operations of a retail store. (2) What kinds of tools and techniques did you use to identify and target retail prospects and customers? (3) What tools did you use to manage the operations of retail stores? (4) What benchmarks did you use to measure the performance of your retail stores? How were these established? (5) How did you integrate store sales with other sales channels in your previous position(s)?
Development Statement	<ol style="list-style-type: none"> (1) Establish organizational procedures for measuring daily and weekly sales volumes or other performance metrics. Produce monthly reports summarizing trends. (2) Identify and target at least 6 new retail markets within the next year. (3) Increase profits of a particular store by 15% in the next year by reducing costs or increasing sales. (4) Master at least 90% of tools for managing the day-to-day operations of retail stores within the next 3 months.

*Accelerator content helps managers and employees engage with competency and skill data in an on-going manner.



Table 3.2. Accelerator content for each competency also includes – Coaching tips & Learning references.

Competency Code: TRE0110		Competency Name: Store-based Retailing				
Coaching Tip Descriptions	(1) Assist a senior colleague in integrating store sales with other sales channels. (2) Consult experts on how to manage multiple stores in multiple regions. (3) Monitor a number of factors, such as prices, sales volumes, and margins, in a retail store so as to place your most profitable articles in high-traffic, high visibility areas. (4) Attend training sessions on ways to use technology to facilitate retail store management.					
	Learning References					
Learning Reference Type	Books	Books	Books	Books	Vendors	Vendors
Learning Reference Name	Stores & Retail Spaces 11	Retail Value Chain, The	Retail Superstars: Inside the 25 Best Independent Stores in America	Systems Programming	The Friedman Group	Retail Business Development
Learning References Description	This book, with full-color photos, features a variety of award-winning retail projects chosen by The Institute of Store Planners for excellence in shop planning.	Subtitle: How to Gain Competitive Advantage. Analyzes changes and strategic options in the retail industry; describes key ECR concepts and provides cases to prove results.	Provides case studies of twenty-five successful independent retailers as a reference for regional retail directors or chain-store CEOs.	Subtitle: Designing and Developing Distributed Applications. This book explains how the development of distributed applications depends on a foundational understanding of the relationship among operating systems, networking, distributed systems, and programming.	An organization providing retail consulting and training to promote high sales production and customer satisfaction.	A consultancy providing outsourced retail management, staffing and training services for wireless and telecommunications retail industries.
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Keeping it Current

Watson Talent Frameworks is developed by a dedicated team using an independent research methodology and augmented by Watson. IBM applies machine learning to analyze and synthesize daily feeds of job board data. Watson identifies new or updated content which is then further refined by the IBM content curation team.

As part of the process, every framework goes through a comprehensive review to identify changes relevant to industry trends. These changes are validated to ensure that the job architecture is up to date with current skill demands in the industry.

Sources include:

- Career and recruiting websites
- Client surveys and content workshops
- Disruptive industry changes
- New disciplines, job functions, job roles, or skills in technology or new industries
- Organizational development and HR best practices
- Regulatory legislation and industry compliance requirements
- Research organizations and professional associations
- Vision and thought leading vertical experts

To learn more about Watson Talent Frameworks, visit ibm.biz/talentframeworks or contact your IBM representative.



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