

COMPETENCY MAPPING TO CREATE COMPETITIVE ADVANTAGE IN RETAIL INDUSTRY.



With new retail techniques being added to attract and retain customers, the conventional wisdom of manpower hiring needs to change. Nimble brings in competency based hiring to ensure scalability of competency and ensuring better fitment to ever changing job description in the retail industry.



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Facilitating Growth Through Processes



Increasing Complexities In Indian Retail

- ⇒ High street vs Malls
- ⇒ Brands vs Product
- ⇒ Buyers interested in product knowledge
- ⇒ Fast growing sector and retention of manpower is an issue.
- ⇒ With low retentions ROI on training is low.
- ⇒ Younger work force specially on the front end have different job expectations.
- ⇒ Courtesy, knowledgeable front end, is given in retail—customers want more.



Competency:

A group of characteristics, native or acquired, which indicate an individual's ability to acquire skills in a given area and excel in the role assigned to the individual.

Competency Mapping

Competency mapping is the process of identifying key competencies for an organization and/or a role and using this information for various processes such as recruitment, performance appraisal, training and development etc. An organization largely initiates competency mapping to ensure right fitment between the job and the person either at the time of entry into an organization or even for an internal promotion.

Hiring the right people and selecting the right talent for your organisation is a valuable investment to ensure healthy business continuity and prosperity. Competency mapping helps the organization in the following ways:

- Increased Productivity.
- Improved Work Performance.
- Training that is Focused on Organisational Objectives.
- Employees know upfront what is expected from them.
- Empowered Employees responsible for their own development.
- Increase in Employee Retention Levels.

Competency Mapping To Competitive Advantage

Retail is becoming more and more about service excellence. Workforce is therefore playing a vital role in the success of retail business. In an industry which is highly competitive, creating sustainable advantages is no longer limited to Sales or the right Strategy. HR, by providing and retaining competent employees plays a major role in ensuring Sustainability. Competency mapping to ensuring that the right candidates are in the right position is the first step to create this advantage. In the absence of competency mapping, all the resources spent on training, retention strategy or growth strategy for workforce can be in-effective and non productive.

Generic competency mapping does not suit a growing industry. Retail has to go beyond the obvious of presentable, product knowledgeable, and persuasiveness of the work force. **Today retail needs focus on competencies which are inherent to running and managing a retail and can create sustainable customer stickiness.**

COMPETENCY SET

Competencies are typically divided into three categories—Managerial, Behavioral and Functional. Depending on the role and the position of the individual the relative importance of these competencies would change.

SKILL—COMPETENCY MATRIX

Skills are set of attributes which define the availability of competencies. A competency is typically defined by a series of skills, and availability or non-availability of these skills defines the level of key competencies of an individual.

QUESTION LIST

To identify skills one needs to ask questions! Questions are therefore very specific to the position and the culture of the organization and its business model. The Question Set developed by Nimble can be administered by the HR person responsible for recruitments & placements. These can be handed over to your placement companies and who can submit customized reports highlighting the response to these questions by the prospect.



Competency Mapping From Nimble

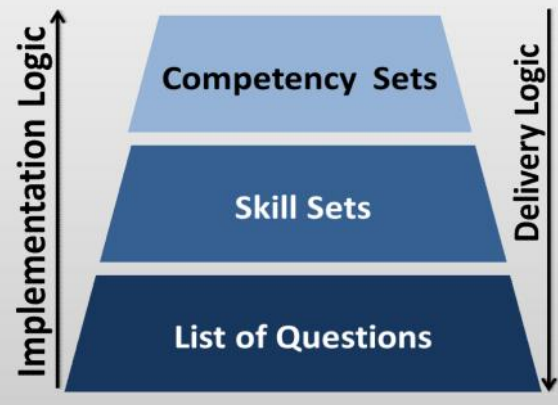
Competency mapping should be used in an organization at two key points.

- A. Recruitment—skill set mapping should be an integral part of the selection process. The skill set mapping once implemented improves the probability of better fitment to role and culture of the organization.
- B. Promotion / Lateral Transfer— at the time of internal growth or movement the competency requirements for the new position should be reviewed to ensure the right fitment, and hence should be a part of the review process for an employee’s promotion / career growth.

Nimble understands the typical implementation issues faced by organizations introducing Competency Mapping for the first time. Backed by our experience, we ensure that the exercise is conducted and implemented in a way which would be useful to your organization and fit it’s maturity level.

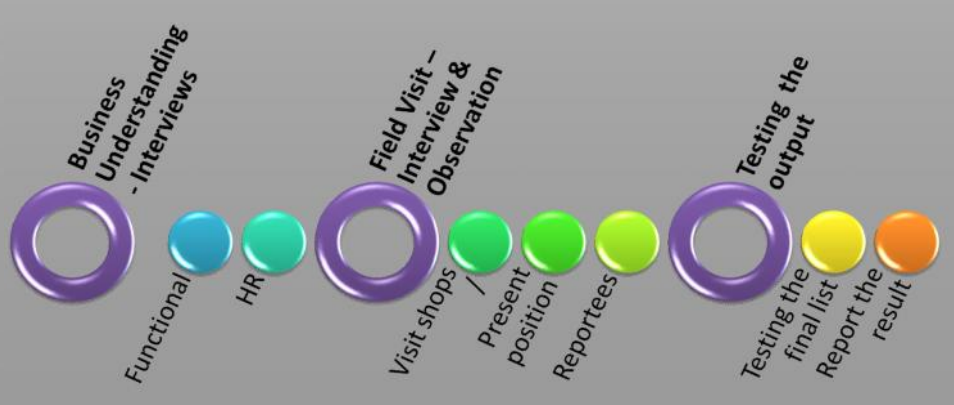
It is important that the competencies are defined and relevant to the specific position suiting the organization structure in place. All competencies need to be defined with the skills and their levels which define the competency needs of the specific position.

A typical outcome of this exercise would define 6-9 competencies, with each competency further having 2 to 3 specific skills requirements. For each of the skills, Nimble suggests 3-4 questions to adjudge the level of skills of the person in question. Organizations need to use the question bank to map the skills and the competencies right from recruitment stage to the internal placements and promotions.



Does One Glove Fit All?

The competency maps typically would be 60% same for same position. However the balance 40% competencies are unique to the organization culture and its business model. Keeping this distinction Nimble follows the following methodology:



NIMBLE EXPERIENCE

Nimble is a consulting company based out of India with offices in Mumbai, New Delhi and Nairobi (Kenya). The company has executed over 250 projects in the last 8 years. We have assisted multiple companies, varying from retail (fashion / non fashion), project equipment manufacturing companies (heat exchangers, water treatment plant, glass windows) to contracting companies (electrical / civil / landscaping) to engineering (EPC as well as just engineering) to supplying companies (Generators, Building material, specialized chemicals etc.) to Project owners (real estate, infrastructure project, power plants etc.) Nimble added value to all its clients by ensuring process-people-culture fitment for its clients. Nimble has in-depth understanding of working & operations of multiple industries and bring in domain experience across functions.



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Nimble Systems Pvt. Ltd

Mail

India : pawan@nimble.in

Kenya : manoj@nimble.in

MENA : sn@nimble.in

www.nimble.in



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