

The Content of the Full Fundamentals of Retail Suite

This document lists the content included in each module of the Fundamentals of Retail Suite, so you can see what is included in the other modules that might be relevant to you.

Overview of the Retail Industry

The detailed content includes:

- Definition of retailing – why it exists
- Category management verses merchandise management retailers
- Common processes and different processes
- Different retail segments
- Retail floor plan models
- Key segment statistics
- Store format exercises
- Key trends:
 - Omni-channel retailing
 - Growth in online retail and returns
 - International expansion
 - Customer engagement
 - CRM
 - Brands and private label
 - Supply chain management and sourcing
 - Technology
 - Ethical sourcing
 - Sustainability and environmental protection
 - Development of Covid-19 aware business practices
 - Covid exercise
- Summary
- Mastery test

Overview of Key Retail Processes

The detailed content includes:

- Overview of key retail processes
- Merchandise and category management:
 - Planning flow
 - Merchandise and category management differences
 - Retail merchandising
 - Category definition
 - Category management
- Buying:
 - Buying activities



- Open to Buy Management
- Marketing:
 - Marketing activities
 - Customer Relationship Management
- Supply chain management:
 - What is supply chain management?
 - The merchandise flow
 - Vendor collaboration
- Store operations activities
- E-commerce activities
- Summary
- Mastery test

Retail Organization Structures

The detailed content includes:

- Retail organization structure:
 - CEO's pains
 - All senior executive's pains by function
 - Senior executive bonus structures
- Merchandise management retailers:
 - Buying and merchandising structure
 - The different roles and their functions
- Marketing:
 - Marketing activities
 - Customer Relationship Management
- Category management retailers:
 - Category management structure
 - The different roles and their functions
- Common to all retailers:
 - Store operations
 - Finance
 - Marketing
 - E-commerce
 - Warehousing and distribution
 - IT structure
- Capex committee and the Capex decision making process
- Mastery test

Introduction to Retail Financials

The detailed content includes:

- Retail profit model:



- Retail profit and loss account
 - Average retail profit before tax
 - Retail profit model
 - Operating expenses
- Balance sheet:
 - Balance sheet essentials
 - Current assets
 - Fixed assets
 - Liabilities
 - Equity and retained profits
 - Return on Net Assets
 - Asset utilization
- Industry profitability drivers:
 - Building retail sales and profitability
 - Maximizing cash flow and profits
 - Balancing gross margins, payment terms and inventory turns
- Retail and cost methods of accounting:
 - Definitions
 - Advantages and disadvantages of the retail method
 - Advantages and disadvantages of the cost method
- Summary
- Mastery test

Analyzing Retail Key Performance Indicators

The detailed content includes:

- Introduction to retail KPIs
- Sales KPIs:
 - Sales vs last year
 - Sales vs plan
 - Comp store / same store sales / like for like
 - Sales per square foot / metre
 - Sales per linear foot / metre
 - Sell through
- Inventory KPIs:
 - Inventory turn
 - Availability / in stock %
 - Fresh stock percent
 - Weeks of supply
 - Shrinkage
- Margin KPIs:
 - Gross margin
 - Gross margin %



- Markdowns
 - Markup
 - GMROI
- Marketing KPIs:
 - Market share
 - Share of the purse / wallet
- Average US retail KPIs by retail segment
- Average European retail KPIs by retail segment
- Using KPIs for account planning
- KPI analysis of accounts
- Mastery test

Overview of Buying & Merchandising

The detailed content includes:

- Merchandise and category management:
 - Merchandise and category management differences
 - Retail merchandising
 - Category definition
 - Category management
- Merchandise and category management organization structures:
 - Merchandise management organization structure
 - Category management organization structure
 - Key Performance Indicators
- Key buying, merchandise and category management processes part 1:
 - Merchandise types
 - Merchandise hierarchy
 - Retail seasons
 - Season timelines
 - Planning flow
 - Merchandise planning
 - Assortment / range planning
 - Private label
 - Linear supply chain
 - The wedge – store size vs assortment composition
- Key buying, merchandise and category management processes part 2:
 - Merchandise arrangement
 - Open to Buy
 - How much stock is needed?
 - Replenishment basic model
 - Demand forecasting
 - Forecasting methods
 - Sales and stock management



- Omni-channel buying, merchandising and category management
- Summary
- Mastery test

Retailer IT Applications Overview

The detailed content includes

- High level application architecture:
 - Headquarters
 - Store systems
 - Sales audit and polling
 - CRM / marketing database
 - Loss prevention
 - Logistics
 - Finance
 - Human resources
 - Store portal
 - Product lifecycle management
 - Call center
 - Merchandise optimization
 - Systems implications
- Application quadrant analysis concept and use:
 - Strategic
 - Key operational
 - High potential?
 - Maintenance
- Application quadrant analysis job aid:
 - Fashion / specialty, department stores and mixed goods retailers
 - Grocery and drug stores
 - Online retailers
- Mastery test

E-Commerce & Omni-Channel Retailing

The detailed content includes:

- What is omni-channel retailing?
- Omni-channel objectives
- E-commerce trends and issues
- E-commerce organization structure
- Organizational issues
- KPIs
- E-commerce performance management
- How e-commerce changes the role of the store



- Inventory management online
- Endless aisle - how feasible is it?
- Using omni-channel insights
- Omni-channel warehouse functions
- Summary
- Mastery test

Retail Marketing

The detailed content includes:

- Marketing organization structure
- Marketing KPIs
- Marketing activities
- Customer Relationship Management:
 - Loyalty vs retention
 - Customers are not created equal
 - Spending by decile
 - Strategic CRM
 - Segmentation by customer
 - Customer analysis
- Summary
- Mastery test

Introduction to Store Operations

The detailed content includes:

- The store operations division
- Organization structure
- KPIs used in-store operations
- Store operations strategy and tactics
- Space management
- Store administration and physical plant maintenance
- Loss prevention
- Store operations and human resources
- Summary
- Mastery test

