



RETAIL MANAGER

Level 4

Retail Managers are responsible for delivering sales targets and a positive experience to customers that will encourage repeat custom and loyalty to the brand / business. It is a diverse role that includes leading and developing a team to achieve business objectives and work with a wide range of people, requiring excellent communication skills.

Maximising income and minimising wastage are essential to the job and therefore individuals must develop a sound understanding of business and people management principles to support the achievement of the vision and objectives of the business. Retail managers champion the way for personal development, training and continuous improvement, encouraging their team to develop their own skills and abilities to enhance business performance and productivity

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RETAILER MANAGERS MUST KNOW AND UNDERSTAND

- Understand key drivers of customer journeys and how managing positive customer experiences increases sales, customer spend and loyalty, and the resulting financial impact on the business
- Understand the vision of the business, its competitive position and own role and responsibility in the delivery of business objectives.
- Understand the key drivers of profitable retail performance and the relationship of forecasting to the retail calendar
- Understand different leadership styles used in retail businesses and when to use them effectively to motivate and inspire the team to do their best
- Know the key factors influencing a marketing plan such as product launch and life cycle, pricing, discount and special offers and ways of marketing via physical and other media.
- Understand how to communicate and cascade information effectively at all levels and to a diverse audience.
- Understand how to set sales targets that are challenging but realistic and how to lead team members to achieve sales targets, maximising opportunities and reducing potential threats to sales across the retail calendar
- Keep up to date knowledge of product ranges, brand development, promotions, current and future trends.
- Understand how to analyse, interpret and share information and brief relevant stakeholders on products and services
- Understand the importance of upholding brand reputation, how brand reputation can become compromised and the impact on the business, and how threats can be managed.
- Understand key features of merchandising and how these link with the business' merchandising plan to achieve sales targets.
- Understand the technology requirements of the business and how to manage them to achieve effective and efficient retail operations and service
- Identify a variety of ways to inspire and motivate team members, how to positively influence their approach to work and how to pass on knowledge and experience. Understand the importance of, and process for, ensuring team members' and own development
- Know how to recruit, retain and develop the right people for the right roles. Know the key theories of performance management and how to apply them to retail teams using own organisation's tools and protocols to support them
- Understand environmental, legislative, corporate, data protection and social responsibilities relating to retail businesses
- Understand how local demographics impact on business, customers, staff and products and how this impacts the business policies on diversity and equal opportunities

RETAILER MANAGERS DEMONSTRATE THE FOLLOWING SKILLS, AND ARE ABLE TO:

- Manage the customer experience, including remotely e.g. on-line
- Lead the team to achieve and exceed business objectives through forward planning, analysis and evaluation of own business area.
- Manage the overall performance of the team to achieve financial targets taking into account the retail calendar year. Analyse reports to identify and determine key actions and recommendations.
- Provide clear direction and leadership to the team, giving open and honest feedback. Apply and adapt own leadership style to different retail situations and people to achieve the desired outcome
- Communicate marketing objectives to team members and drive results. Analyse and evaluate the impact of marketing activities e.g. sales and customer feedback
- Establish clear communication objectives, lead communications in a style and manner that is relevant to the target audience and achieves an effective result for the business
- Manage the team to achieve sales targets through regular monitoring of performance against results, identifying high and low performance products/ services and taking timely action to find and implement appropriate solutions
- Analyse and interpret product / service sales information and use it to make recommendations for future planning
- Ensure the team carry out activities in line with business and brand values that actively market the business, support competitiveness and help meet business objectives.
- Ensure effective merchandising set up, monitoring and maintenance in own area of business. Measure the impact of merchandising on sales and report the outcome to colleagues and senior managers
- Monitor the stock management system to minimise the cost of damage to stock and the loss of stock to the business.
- Ensure audit compliance and react quickly to results to maintain business standards and stock requirements
- Ensure technology is sourced, located, available, maintained and secured in line with business needs
- Work with team members to maximise their potential and achieve organisation's objectives.
- Recruit the right people into the right job, monitor team performance and recognise excellence
- Manage and continuously review adherence to legislation and regulations / policies for due diligence
- Implement business policy on diversity, ensuring team are aware of and know how to work effectively with colleagues customers and other stakeholders from wide range of backgrounds and cultures

DURATION

Typical duration is 15 months for new entrants.

ENTRY REQUIREMENTS

Employers will set their own criteria, but typically an entrant to this apprenticeship will already have achieved a minimum of Level 2 in English and Maths.

ENGLISH AND MATHS

During each session with their tutor Apprentices without level 2 English and Maths will work towards achieving this. Level 2 English and Maths is required prior to taking the End-Point Assessment for this Apprenticeship.

FUNCTIONAL SKILLS (FS)

These will be completed taking in to account prior attainment and in conjunction with the initial assessments and diagnostics achieved through SkillsBuilder. Tutors will identify suitable opportunities to embed Functional Skills (FS) throughout the duration of the programme. Additional support should be arranged where a need or requirement is identified.

GATEWAY

Prior to undertaking the End-Point Assessment:

- the Apprentice must have completed training ensuring they can consistently demonstrate competence against all elements of the Apprenticeship standard
- Apprentices without English and Maths at level 2 must achieve this level
- an appropriate workplace project for the end-point assessment must be agreed for the Apprentice, based on their current job role
- Apprentices must have examples of work that they can use for reference in the professional dialogue and interview covering the knowledge, skills and behaviours being assessed by this assessment method
- The employer will judge whether the Apprentice is ready for the End-Point Assessment; they may wish to take advice from the training provider

END-POINT ASSESSMENT

To achieve final certification, the Apprentice must have an appropriate place, with internet access, to undertake the End-Point Assessment (EPA).

The EPA consists of three distinct components:

- 2 hour written exam with a combination of short and extended answer questions, some incorporating scenarios
- A project requiring the apprentice to look at a strategic challenge, opportunity or idea within their retail environment
- Professional Discussion, lasting 1 hour

A minimum of a 'pass' in each component is required.

PASS REQUIREMENTS

Written Exam	Project	Professional Discussion	Overall grade
Pass	Pass	Pass	Pass
Pass	Pass	Distinction	Pass
Pass	Distinction	Pass	Pass
Distinction	Pass	Pass	Pass
Distinction	Pass	Distinction	Pass
Pass	Distinction	Distinction	Distinction
Distinction	Distinction	Pass	Distinction
Distinction	Distinction	Distinction	Distinction

In order to pass:

Written Exam: The apprentice must achieve the correct amount of marks to pass the assessment activity. The written exam will feature a selection of short and extended answer questions, based on a representative sample of the assessment criteria.

Project: The apprentice must demonstrate competence against all of the assessment criteria.

Professional Discussion: The apprentice must demonstrate competence against all of the assessment criteria.

EXPECTATIONS

Student

- Preparation and planning
- Mandatory attendance for sessions
- Completion of tasks in agreed timeframe
- 20% off-the-job
- Functional Skills (where needed)
- Taking responsibility for own development
- Communicate support needs
- Coordinate development checks
- Create a learning record

Manager

- Facilitate time for learning
- Monthly 1-2-1 reviews with students to discuss progress, provide feedback and guide development
- Create and provide opportunities for student to participate in relevant work place tasks
- Keep an open communication lines with the student and employer
- Provide learning opportunities
- 20% off-the-job

Tutor

- Teaching
- Monitor progress
- Coach
- Feedback
- Online support
- Marking and assessment
- Preparation for final assessment
- Communicate with student and employer

20% OFF-THE-JOB TRAINING

Each Apprenticeship Standard requires the Apprentice to undertake a minimum of 20% of learning off-the-job.

This can include training that is delivered at the normal place of work, within normal working hours, but must not be delivered as part of normal working duties.

There are numerous activities which count towards this training, for example, listening to Podcasts, self-study, completing assignments and observing senior colleagues.

APPRENTICESHIP SESSIONS



Introduction to Programme:

Meet the team and explain your learning journey. Eligibility checks and initial assessments will be undertaken. You will be introduced to learning methods of the programme. *Delivery Mode: Pre-work, Online learning, Review*



Legal and Governance:

Explain, define & distinguish environmental, legislative, corporate, data protection and social responsibilities relating to retail businesses. Review adherence to legislation and regulations / policies; handle audits and regulatory authorities such as the Environmental Health Officer appropriately. *Delivery Mode: Pre-work, Online learning, Review*



Customer:

Explain the key drivers of customer journeys and how managing positive customer experiences increases sales, customer spend and loyalty, and the resulting financial impact on the business. *Delivery Mode: Pre-work, Online learning, Review*



Diversity:

Explain and identify how local demographics impact on business, customers, staff and products and how this impacts the business policies on diversity and equal opportunities. *Delivery Mode: Pre-work, Online learning, Review*



Communication/Team Performance:

Identify information required for decision making, how it should be gathered and reported internally and externally. Establish clear communication objectives, lead communications that is relevant to the audience to achieves effective result for the business. *Delivery Mode: Pre-work, Online learning, Review*



Financial:

Identify key drivers of profitable retail performance and relationship of forecasting to the retail calendar. Analyse information for forecasting and report financial results. Identify the impact of different types of costs on the business and how to make effective use of resources. *Delivery Mode: Pre-work, Online learning, Review*



Leadership:

Utilise different leadership styles used in retail businesses and use effectively to motivate and inspire a team to do their best. Provide teams with clear direction to achieve business targets. *Delivery Mode: Pre-work, Online learning, Review*



Business Marketing, Products and Services:

Maintain knowledge of product ranges, brand development, promotions, current and future trends. Analyse, interpret and share information and brief relevant stakeholders on products and services. *Delivery Mode: Pre-work, Online learning, Review*



Technology:

Ensure technology is sourced, located, available, maintained and secured in line with business needs; oversee the use of technology in line with business policy, identify and make recommendations for improvement. *Delivery Mode: Pre-work, Online learning, Review*



Stock:

Manage effective stock control system; recognise financial implications to the business and own responsibility to manage stock to meet sales targets, marketing activities and business objectives. Take ownership of stock management systems to meet current and projected business needs. *Delivery Mode: Pre-work, Online learning, Review*



Projects:

Create project synopsis, develop planning skills and use appropriate planning tools. Define terms of reference, identify key milestones, stakeholder requirements, research techniques, monitor progress and methods of provided updates to stakeholders. *Delivery Mode: Pre-work, Online learning, Review*



Brand Reputation:

Ensure team complete activities in line with business and brand values and actively market the business. Support competitiveness and help meet business objectives and identify possible risks to brand reputation and take action to prevent or minimise their impact. *Delivery Mode: Pre-work, Online learning, Review*



Sales and Promotion:

Manage team to achieve sales targets through regular monitoring of performance against results, identifying high and low performance products / services and implement appropriate solutions. *Delivery Mode: Pre-work, Online learning, Review*



Merchandising:

Ensure effective merchandising set up, monitoring and maintenance in own area of business. Measure impact of merchandising on sales and report the outcome to colleagues and senior manager. Provide recommendations for improvements and implementing changes. *Delivery Mode: Pre-work, Online learning, Review*



Products and Services:

Take ownership of the service offer/product ranges and update team regarding brand development, promotions, current and future trends. Analyse, interpret and share information and brief relevant stakeholders on products and services. Take pride in new products and services actively promoting these with colleagues and customers. *Delivery Mode: Pre-work, Online learning, Review*



Gateway Review:

Review of learning and development of knowledge, skills and behaviours within the standards and preparation for End-Point Assessment. *Delivery Mode: Pre-work, Online learning, Gateway Review, review*



End-Point Assessment:

Completed by End-Point Assessment Organisation (EPAO) selected by Employer. Please see EPAO Assessment Plan Guidance and EPA Assessment Plan for detailed guidance on assessment activities. *Delivery Mode: Knowledge test, Project & Presentation, Profession discussion and interview*