

Skills4Retail
Building sustainable growth

WP5 D5.4 EU Dissemination & Rollout Campaign

MATRĮX ĮNTERNET 14/11/2026

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About the Skills4Retail project

The Skills4Retail project focuses on fast-tracking the 'Triple Transition' of Green, Digital and Resilience in the Retail sector, helping retailers to embrace ecommerce and ensuring their new business models are sustainable from the start. The project's goal is to design a new Retail Skills Strategy and VET Training Programme that will address the urgent and emerging skills needs of retailers in the key areas of Digital, Green and Resilience. It will focus on training fresh new talent for the sector through training programmes in VET Schools and Higher Education Institutions, and the reskilling of the existing workforce via work-based learning and short-term modular courses.

WP5: Europe-Wide Dissemination & Rollout of Project Outputs to Retailers & Trainers – Objectives

The communication and dissemination activities will focus on achieving the following overarching goals:

- Encourage the **adoption of the VET training programme across Europe** and the widespread dissemination of project results and best practice guides, leading to the highest possible uptake and significant impact.
- Ensure the widespread promotion of the **Retail sector as a career choice**, highlighting the numerous job opportunities and the fast-track VET programmes to access the profession from any career starting point or skills level.

This campaign serves as a tool to ensure maximum dissemination, facilitate collaboration amongst Alliance partners and provide ongoing promotion of project outputs and updates for the full duration of the project.

This document sets out the EU Dissemination and Rollout Campaign, which runs from January to June 2027. It explains who the campaign is for, what it will say, how it will reach people and how partners will help bring the Skills4Retail training programmes into use across Europe. Links to the campaign's online channels and resources are provided in Section 7.

The Skills4Retail Consortium

The Skills4Retail consortium brings together 30 partners in an Erasmus+ Partnerships for Innovation funded project that will focus on fast-tracking the 'Triple Transition' of Green, Digital and Resilience in the Retail sector, helping retailers to embrace ecommerce and ensuring their new business models are sustainable from the start.

No	Partner	Acronym	Country
1	JA Europe	JA Europe	Belgium
2	Junior Achievement-Young Enterprise Latvija	JA-YE Latvia	Latvia
3	Profesionalas Izglitibas Kompetences Centram Rigas Valsts Tehnikums	RSTS	Latvia
4	Matrix Internet Applications Limited	Matrix Internet	Ireland
5	Karlínská obchodní akademie	Karlínská	Czechia
6	Schuman Associates SCRL	Schuman	Belgium
7	Junior Achievement Austria – Unternehmerische Praxis- und Kompetenzbildung	JA Austria	Austria
8	Scoala Superioara Comerciala Nicolae Kretzulescu	SSCNK	Romania
9	Wirtschaftskammer Österreich	WKO	Austria
10	Universitatea din Bucuresti	UB	Romania
11	Digital Technology Skills Limited	DTSL	Ireland
12	Escola Profissional de Vila do Conde	EPVC, Vila do Conde	Portugal
13	Junior Achievement Magyarország Oktatási, Vállalkozásszervezési Alapítvány	JA Hungary	Hungary
14	Aprender a Empreender - Associação de Jovens Empreendedores de Portugal	JA Portugal	Portugal
15	Asociatia Junior Achievement of Romania	JA Romania	Romania
16	Skillnet Ireland Company Limited by Guarantee	Skillnet	Ireland
17	Vállalkozók és Munkáltatók Országos Szövetsége	VOSZ	Hungary
18	Szent Gyorgy Hang - Es Filmmuveszeti Technikum	SZGYF	Hungary
19	Junior Achievement, OPS	JA Czech	Czechia
20	Junior Achievement Young Enterprise Malta Foundation	JA Malta	Malta
21	Junior Achievement Young Enterprise Ireland	JA Ireland	Ireland
22	OTB Europe	OTB Europe	Portugal

23	Accenture SA	Accenture SA	Belgium
No	Associated Partner	Acronym	Country
1	Intel Technology Poland Spółka z ograniczoną odpowiedzialnością	INTEL Poland	Poland
2	JMH, SGPS, S.A.	Jerónimo Martins	Portugal
3	EuroCommerce	EuroCommerce	Belgium
4	SPAR Österreichische Warenhandels AG	SPAR	Austria
5	Svaz obchodu a cestovního ruchu České republiky	SOCR CR	Czechia
6	Szegedi Tudományegyetem	USZ	Hungary
7	UNI Europa*	UNI Europa	Belgium

* joined as Associated Partner on 30 October 2023

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Abbreviations

Table 1: Abbreviations used in this document

Abbreviation	Meaning
D	Deliverable
EACEA	European Education and Culture Executive Agency
EPALE	Electronic Platform for Adult Learning in Europe
ERSP	European Retail Skills Platform (skills4retail.eu)
HEI	Higher education institution
KPI	Key performance indicator
VET	Vocational education and training
WP	Work Package

Executive Summary

This document sets out the EU Dissemination and Rollout Campaign, which aims to bring the Skills4Retail training programmes into use across Europe and to promote retail as an attractive career choice.

Building on the development of the European Retail Skills Strategy, the delivery of training pilots and the preparation of the Ready to Use VET Training Package, the campaign moves the focus from raising awareness to helping education providers, retailers and learners put the training into practice.

The campaign will run from **January to June 2027**, with preparation activities undertaken during the final quarter of 2026. It will support two complementary objectives: encouraging VET providers and retailers to adopt the Skills4Retail training programmes, and promoting the attractiveness of retail careers and the training pathways available to new entrants, employees and career changers.

The campaign is structured around **four complementary pillars**:

1. **Always-on content programme:** A coordinated communications programme featuring website articles, LinkedIn content, learner and employer stories, and project resources. Six monthly editorial themes will guide content development, supported by illustrative social media posts and adaptable materials for consortium partners.
2. **Targeted paid digital campaign:** An advertising campaign running from March to May 2027, with an initial budget of EUR 8,000. Focused primarily on promoting retail careers, the campaign will use targeted advertising, promotional videos and dedicated landing pages to raise awareness of retail career opportunities and generate additional website traffic. Geographical targeting and budget allocation will be informed by performance data and gaps identified in partner dissemination activities.
3. **Partner activation:** The principal mechanism for achieving wider adoption of the training programmes. National consortium partners will implement tailored activation plans based on their existing networks, priority audiences and opportunities for engagement with retailers, VET providers and other relevant stakeholders. Partners will receive ready-to-use communications materials and tailored resources.
4. **European Retail Skills Alliance and Community activation:** Led by JA Europe, this pillar will strengthen engagement with Alliance members through direct communications, regular meetings, knowledge exchange and practical opportunities for collaboration. Members will also be encouraged to share Skills4Retail resources through their own networks, extending the reach of project outputs beyond the consortium.

The campaign will be supported by the **European Retail Skills Stakeholder Conference**, led by Schuman Associates and scheduled to take place in Brussels around June 2027. Bringing together

representatives from industry, education and policymaking, the conference will provide an opportunity to share results, encourage collaboration and support commitments to wider training adoption.

Progress will be tracked through clear indicators covering content, advertising, partner and Alliance activity and conference participation, as well as the uptake of the training programmes by VET providers and retailers and the use of Skills4Retail resources.

By combining centrally coordinated communications with targeted promotion, partner-led outreach and established European networks, the campaign aims to extend the reach of Skills4Retail across Europe, encourage practical uptake of its training programmes and establish the relationships and resources needed to support continued retail skills development beyond the lifetime of the project.

1. Introduction

1.1 Context: from piloting to European rollout

Skills4Retail has progressed from the development of the European Retail Skills Strategy and the VET curriculum and training programmes through a twelve-month pilot testing programme in eight countries to the preparation of a Ready to Use VET Training Package for EU rollout. In its final year, the priority shifts from visibility to adoption: ensuring that VET providers, trainers and retailers take up and implement the training programmes, and that learners are attracted into retail careers through the learning pathways available to them.

The campaign has two complementary strands: one encourages education providers and retailers to adopt the training programmes, so that training places are available; the other promotes retail as an attractive career choice, so that people want to take up those places. Both strands are delivered as a single, coordinated campaign.

The campaign follows the European Retail Skills Strategy campaign, which runs from September to December 2026, and builds on the audiences, channels and partner networks established through the Communications Strategy and Tools and the European Retail Skills Platform.

1.2 Campaign approach

The campaign has been designed according to four principles:

- **Adoption-focused.** All campaign activity is directed towards concrete actions by target audiences, such as downloading the training package, joining the European Retail Skills Community, participating in train-the-trainer activities or making a commitment at the Stakeholder Conference.
- **Partner-led.** National partners hold the relationships with VET providers, schools, retailers and national stakeholders on which rollout depends. Partner activation is therefore the central mechanism of the campaign.
- **Co-created and tailored.** Each participating partner agrees a national activation plan based on its own audiences, channels and local opportunities, and receives a tailored activation kit in the local language.
- **Measured and accountable.** Delivery (what is produced) and amplification (what is shared and reached through partner channels) are monitored separately, so that it is clear where the campaign is working and where more support is needed.

1.3 Methodology and co-creation process

The EU Dissemination and Rollout Campaign has been developed through a structured, collaborative process involving consortium partners, ensuring that the overall European strategy is informed by national priorities, existing stakeholder networks and practical opportunities for training adoption.

The co-creation process has included:

- **Consortium-level consultation:** Agreement on the overall campaign approach and responsibilities following the consortium meeting in Bucharest in September 2026.
- **Strategy development and circulation:** Preparation and distribution of the campaign overview and strategy document to consortium partners in October 2026, providing a common framework for discussion and planning.
- **Partner activation forms:** Distribution of activation forms to relevant partners to identify priority audiences, communication channels, local opportunities, potential barriers and support requirements.
- **Individual partner consultations:** Direct engagement with national activation partners during October and November 2026 to discuss their responses, identify suitable dissemination activities and develop tailored national activation plans.
- **European Retail Skills Alliance and Community consultation:** A dedicated planning meeting with JA Europe and the partners responsible for long-term sustainability to agree the proposed approach to Alliance and Community activation, including direct member engagement, dissemination through member networks and opportunities to support longer-term sustainability.
- **Internal review and validation:** Ongoing review of the campaign strategy and proposed activities, with final partner validation and quality assurance before the campaign launch.

Ongoing coordination and optimisation

National activation plans will set out each partner's initial activities and priorities, but they will remain flexible throughout the campaign.

Partners will meet regularly to share results and lessons learned and to adapt their activities. This keeps the campaign consistent across Europe while allowing each country to respond to its own audiences and opportunities.

2. Campaign Objectives and Measuring Success

2.1 Objectives

The campaign has two main goals:

- **Bring the training programmes into use:** encourage VET providers, trainers and retailers across Europe to adopt the Skills4Retail training programmes and resources.
- **Promote retail careers:** show young people, jobseekers and career changers the opportunities a career in retail offers, and the fast-track training pathways into the sector, whatever their starting point or skills level.

To achieve these goals, the campaign aims to:

- increase awareness of the Ready to Use VET Training Package among VET providers, higher education institutions, teachers and trainers across Europe;
- secure adoption of the training programmes by VET providers and HEIs, and the engagement of retail companies in their implementation;
- grow the European Retail Skills Community and the European Retail Skills Alliance;
- promote retail as an attractive career choice among young people, jobseekers and adults considering a career change;
- secure high-level engagement and commitments from policymakers and stakeholders through the Stakeholder Conference; and
- reach education providers and retailers in countries beyond those directly involved in Skills4Retail.

2.2 Two complementary strands

Table 2: Campaign strands

Strand	Purpose	Primary audiences	Expected outcome
Training adoption	Stimulate adoption of the VET training programmes and ensure the availability of training places	VET providers, HEIs, teachers and trainers; retailers and retail associations	Adoption of the programmes; engagement of retail companies
Retail careers	Promote the attractiveness of retail careers and the learning pathways into the sector	Young people and students in VET and higher education; jobseekers and adults retraining; career services	Increased interest in retail careers and uptake of training places

2.3 How success will be measured

The indicators below show how the reach and results of each part of the campaign will be measured between January and June 2027. They are minimum, indicative targets and will be reviewed with partners as the campaign progresses.

Table 3: Indicators by campaign pillar

Pillar	Indicators	Target
Always-on content	Posts and articles published; engagement rate; website referrals	Minimum 32 LinkedIn posts and 6 website articles; average LinkedIn engagement rate of 3%; 600 website visits from organic social
Paid campaign	Impressions; clicks; cost per click; landing page conversions	200,000 impressions; 5,000 link clicks; average CPC ≤ EUR 1.60; 4,000 tracked landing page visits
Partner activation	Partner posts and newsletter mentions; reach; activities delivered against national plans	Minimum 2 dissemination actions per participating partner per month during their agreed activation period; 100 documented dissemination actions collectively
Alliance and Community	New Community members; Alliance activities held; new associated partners	Minimum 3 Alliance engagement activities; 2 targeted member communications; 15 documented member dissemination actions; 10 new associated partners or Community organisations
Stakeholder Conference	Registrations; attendees in person and online	250 registrations; 200 attendees

These targets are indicative planning targets. Paid campaign estimates assume the full EUR 8,000 budget is spent, and membership targets will be validated against current baselines.

3. Target Audiences and Key Messages

3.1 Target audiences

The campaign addresses the target groups defined in the Communications Strategy prioritised according to their role in the adoption of the training programmes.

Table 4: Campaign target audiences

Audience	Role in the campaign	Desired action
VET providers, HEIs, teachers and trainers	Primary (supply)	Download and adopt the training package; participate in train-the-trainer activities
Retailers and retail associations	Primary (supply)	Engage with the programme; offer work-based learning places; upskill staff
Young people, students, jobseekers and adults retraining	Primary (demand)	Explore retail careers and the learning pathways into the sector
Policymakers, national authorities and Erasmus+ National Agencies	Secondary	Support integration into national VET and skills strategies; attend the Conference; make pledges
Career guidance services and employment agencies	Multipliers (demand)	Promote retail pathways to students and jobseekers
European networks, chambers and multipliers	Multipliers	Share campaign content; join the European Retail Skills Community

3.2 Key messages and calls to action

Campaign messaging builds on the value propositions established in the Skills4Retail Communications Strategy, with a stronger emphasis on putting the training into practice.

Messages will be tailored to the needs of different audiences, recognising that education providers, retailers, potential learners and European stakeholders have different motivations for engaging with Skills4Retail.

The campaign will focus on communicating the availability and benefits of the Skills4Retail training programmes, demonstrating their relevance to the changing needs of the retail sector and encouraging each audience to take a clear next step.

Table 5: Key messages and calls to action

Audience	Key message	Call to action
VET providers and trainers	Skills4Retail provides a modular, pilot-tested retail training programme that can be adapted and delivered by education and training organisations across Europe.	Download the Ready to Use VET Training Package; explore the training pathways; consider adopting the programme.

Audience	Key message	Call to action
Retailers and retail employers	Skills4Retail offers practical training resources to help businesses develop the digital, green and resilience skills needed by their workforce.	Explore the training resources; connect with a local training provider; identify opportunities to upskill employees.
Young people and students	Retail offers a wide range of career opportunities, from customer-facing roles to e-commerce, digital marketing, logistics and management, supported by accessible training pathways.	Explore careers in retail and discover relevant training opportunities.
Jobseekers and career changers	Retail offers opportunities to build on existing skills, develop new capabilities and progress into a range of roles at different stages of working life.	Discover retail career pathways and explore available training resources.
Policymakers and public authorities	Skills4Retail provides training resources and practical evidence from European pilots that can inform retail skills development and support cooperation between education and industry.	Explore project outcomes; attend the European Retail Skills Stakeholder Conference; consider supporting training adoption through national initiatives.
Career guidance services and employment organisations	Skills4Retail provides information on retail career opportunities and training pathways that can support individuals exploring employment and career development options.	Share career information and training resources with students, jobseekers and clients.
European Retail Skills Alliance members and industry networks	Skills4Retail offers resources, training opportunities and a European network supporting collaboration and the development of retail skills.	Share project resources through organisational networks; promote training opportunities; participate in Alliance activities and encourage wider adoption.

Message adaptation and localisation

English will be the primary language used for centrally developed campaign materials, including website content, social media communications and paid advertising.

Consortium partners will be encouraged to adapt campaign messages to reflect their national audiences, organisational priorities and communication channels. While no specific translation requirements have been identified by partners at this stage, the option remains to develop translated promotional materials or dedicated landing pages in partner languages where there is a demonstrated need. Any translation or localisation activities will be coordinated with the relevant partners and prioritised according to campaign objectives, audience requirements and available resources.

Consistency across campaign activities

The key messages and calls to action outlined above will provide a common framework for the four campaign pillars. They will be reflected in centrally produced content, paid advertising, partner activation materials and communications with European Retail Skills Alliance members.

Calls to action will direct audiences towards relevant resources on the European Retail Skills Platform, with the aim of converting awareness and engagement into practical actions that support training adoption, career exploration and wider dissemination of project outcomes.

4. Campaign Architecture

The campaign is structured around four complementary pillars. Partner activation is the principal driver of adoption; the remaining pillars provide the content, qualified traffic and wider network on which partner activation draws.

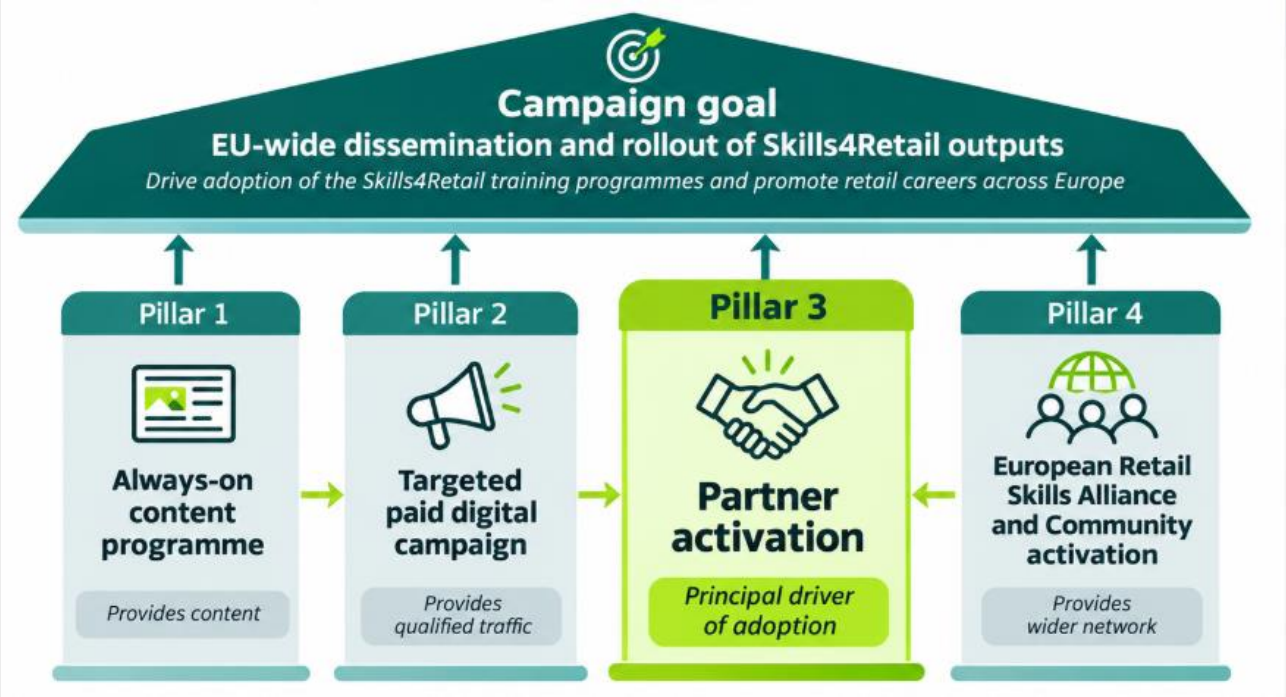


Figure 1: Campaign structure – Four complementary pillars supporting the campaign goal

4.1 Pillar 1: Always-on content programme

An ongoing content programme will maintain the visibility of Skills4Retail, promote the uptake of project outputs and provide partners with ready-to-share communications materials throughout the campaign.

Led by Matrix Internet, with contributions from consortium partners, the programme will include LinkedIn posts, website articles, learner and employer stories, examples from the pilot programmes and content promoting the adoption of Skills4Retail training resources.

Content will be organised around six monthly editorial themes, aligned with the campaign objectives and key milestones:

- **January – Skills4Retail training resources and pathways:** Introducing the Ready to Use VET Training Package, the three training pathways and opportunities for adoption by education and training providers.
- **February – Lessons from the Skills4Retail pilots:** Sharing experiences, outcomes and practical lessons from pilot delivery to support wider implementation.

- **March – Retail careers, opportunities and pathways:** Promoting the diversity of careers in retail and the training opportunities available to young people, jobseekers and career changers.
- **April – Developing skills for the future of retail:** Exploring digital, green and resilience skills and their importance for workforce development and career progression.
- **May – From training to opportunity, real-world impact:** Highlighting learner experiences, employer perspectives and practical examples of education-industry collaboration.
- **June – Building a lasting European retail skills network:** Promoting continued collaboration, training adoption, the European Retail Skills Alliance and activities associated with the European Retail Skills Stakeholder Conference.

These themes provide a common framework for communications while allowing flexibility to respond to project developments, partner contributions and emerging dissemination opportunities.

Annex I provides two illustrative LinkedIn posts for each editorial theme, demonstrating the proposed messaging and approach. They are adaptable examples rather than a fixed publishing schedule. Partners will be encouraged to tailor the content to their national audiences, organisational priorities and communication channels.

The content programme will complement the targeted paid campaign, partner activation and European Retail Skills Alliance engagement by maintaining a consistent flow of relevant information and supporting the wider dissemination and uptake of project outputs.

4.2 Pillar 2: Targeted paid digital campaign

A targeted paid digital advertising campaign will run from **March to May 2027**, with an initial budget of **EUR 8,000**. It will promote retail as an attractive career choice, highlighting job opportunities and the fast-track training pathways available to people entering or progressing in the sector.

The campaign will also generate additional traffic to the European Retail Skills Platform and encourage engagement with project resources.

Target audiences and geographical coverage

The primary audiences will include young people exploring career options, students, jobseekers and adults considering a career change or professional development.

Meta advertising (Facebook and Instagram) will be the principal advertising channel, supported by selective use of LinkedIn where appropriate to reach professional audiences and career guidance networks.

While the campaign will have a Europe-wide scope, advertising investment will be concentrated on selected countries and audience segments where it is most likely to deliver measurable results.

Before launch, the campaign team will review the geographical reach of existing project communications, partner activation plans and website analytics to identify markets where additional promotion would be most beneficial. Particular attention will be given to countries or audience groups where partner-led dissemination requires additional support, helping to achieve more balanced coverage across Europe.

Campaign content will be developed primarily in English, with support from consortium partners for translation and localisation where required.

Campaign content and landing pages

Dedicated landing pages will be developed on the Skills4Retail website, with content tailored to different audiences, including young people entering the workforce and adults considering a career change.

These pages will introduce career opportunities within the retail sector, highlight the changing skills requirements of retail employment and direct visitors towards relevant Skills4Retail training pathways and resources.

The campaign will be supported by a combination of:

- **Short promotional videos**, using existing project footage, learner experiences, partner contributions and newly developed content where appropriate.
- **Static and video advertisements**, adapted for Meta and other selected platforms.
- **Audience-specific messaging**, addressing different motivations for considering a career in retail.
- **Dedicated landing pages**, designed to encourage visitors to explore training opportunities and engage further with the project.

Campaign implementation and optimisation

The campaign will run in three phases:

- **March 2027 – Launch and testing:** Launch initial campaigns across selected European markets, testing different audiences, messages and creative formats.
- **April 2027 – Optimisation:** Review performance, refine targeting and allocate advertising expenditure towards the strongest-performing audiences and geographical areas.

- **May 2027 – Consolidation:** Concentrate investment on the most effective advertisements and landing pages to maximise website traffic and engagement with retail career and training resources.

The campaign will be managed flexibly, with regular performance reviews informing adjustments to audience targeting, geographical coverage, creative formats and budget allocation.

The initial allocation of EUR 8,000 will be reviewed against campaign performance and wider dissemination needs. Where results demonstrate a clear opportunity to increase reach and impact, additional advertising investment may be proposed, subject to budget availability and approval.

Monitoring and evaluation

Campaign performance will be monitored through advertising platform analytics and Matomo website tracking.

Key metrics will include advertising reach, impressions, clicks, click-through rates, cost per click, landing page visits and engagement with relevant project resources.

By combining targeted advertising with partner-led dissemination and the wider organic communications programme, this pillar will extend the campaign's reach across Europe, raise awareness of retail career opportunities and bring more people to Skills4Retail resources.

4.3 Pillar 3: Partner activation

Consortium partners know the VET providers, schools, retailers and local organisations in their countries best, so they are the main route for bringing the training programmes into use. Each participating partner follows four simple steps:

- **Partner activation form:** the partner identifies the audiences it can reach, the channels it uses and the support it requires.
- **Activation meeting:** the partner and the campaign team agree priority audiences, local opportunities, barriers and activities.
- **Personalised activation kit:** the campaign team and the partner co-create tailored assets, post copy, outreach templates and visuals in the local language.
- **Sharing results:** the partner shares its activities and results regularly, so that gaps can be spotted and addressed.

National activation plans are summarised in Section 6.

4.4 Pillar 4: European Retail Skills Alliance and Community activation

The European Retail Skills Alliance and Community provide an established network through which Skills4Retail can engage retail stakeholders beyond the consortium, extend the reach of project outputs and support long-term sustainability.

The activation approach is twofold: firstly, maintaining direct engagement with Alliance members by communicating project developments, resources and opportunities; and secondly, encouraging Alliance members to actively disseminate Skills4Retail outputs through their own organisational and professional networks.

1. Direct communication and engagement with Alliance members

JA Europe will maintain direct communication with Alliance members throughout the campaign, ensuring that organisations receive relevant project updates, information on training opportunities and access to resources that align with their interests and activities.

Rather than relying solely on general project communications, outreach will be tailored to the nature of each organisation. Retailers and retail associations will receive information on workforce development, emerging skills needs and opportunities to engage with the training programmes. VET providers and educational organisations will be directed towards the training curriculum, learning pathways and resources supporting programme adoption.

Regular European Retail Skills Alliance meetings will remain an important forum for this engagement. These meetings provide opportunities to:

- Share progress on Skills4Retail activities, project outputs and upcoming opportunities.
- Present resources, including the European Retail Skills Strategy, training programmes and practical tools.
- Enable members to exchange experiences, lessons learned and insights into skills challenges across European retail markets.
- Facilitate connections between retailers, education providers, industry associations and other stakeholders.
- Identify opportunities for collaboration, training adoption and wider dissemination.

The 11th Skills4Retail Alliance Meeting provides an example of how these meetings support project communication, stakeholder engagement and knowledge exchange.

Each meeting and direct outreach activity will include a clear call to action, encouraging members to share relevant Skills4Retail resources with colleagues, partner organisations, training providers and other contacts within their networks.

2. Activation of Alliance members as dissemination partners

The second element of this pillar focuses on moving Alliance members from receiving project information to actively supporting its dissemination and uptake.

Alliance members represent organisations with established connections across the European retail and education sectors. Their participation offers an opportunity to extend the reach of Skills4Retail beyond the consortium's existing channels and into professional networks that may be particularly well placed to adopt or promote the training programmes.

To facilitate this, members will be encouraged to undertake practical dissemination activities appropriate to their organisation, including sharing project resources through newsletters, websites and social media channels; distributing information directly to relevant contacts; promoting training opportunities; and introducing the project to retailers, VET providers and other potential adopters.

Alliance Activation Guide and Communications Pack

To make participation straightforward, Alliance members will be directed to the existing Skills4Retail Communications and Pledge Assets resource page.

The activation guide and communications pack will support organisations in promoting the project through their existing channels, providing access to reusable materials and guidance. These include:

- Project information and key messages explaining Skills4Retail, its objectives and benefits for the retail sector.
- Suggested social media content and accompanying visuals for sharing project developments, resources and opportunities.
- Communications and promotional materials that organisations can adapt for their own audiences.
- Resources supporting the promotion of the European Retail Skills Strategy and training opportunities.
- Pledge-related materials to support organisations wishing to demonstrate their commitment to retail skills development.
- Links to relevant project resources and web pages that can be shared directly with professional networks.



Figure 2: Sample of promotional material shared with Alliance members

Members will be encouraged to select and adapt the resources most relevant to their audiences, rather than follow a fixed communications schedule. This flexible approach recognises the different capacities, priorities and communication channels of participating organisations.

Implementation and monitoring

Alliance activation will run alongside the wider EU Dissemination and Rollout Campaign from January to June 2027, building on existing Alliance engagement activities.

JA Europe will coordinate direct member outreach, Alliance meetings and follow-up communications, with Matrix Internet supporting the preparation and distribution of relevant materials.

The effectiveness of this pillar will be assessed through member participation in Alliance activities, dissemination actions undertaken by members, engagement with project resources, new organisations joining the Alliance and Community, and opportunities generated for training programme adoption.

These activities will contribute to the wider campaign objectives of increasing awareness, encouraging the uptake of Skills4Retail training programmes and establishing sustainable networks capable of supporting retail skills development beyond the lifetime of the project.

4.5 European Retail Skills Stakeholder Conference

The European Retail Skills Stakeholder Conference, led by Schuman Associates, will take place in Brussels around June 2027 and will represent a key milestone in the EU Dissemination and Rollout Campaign.

The conference will bring together representatives from the retail industry, VET providers, education and training institutions, industry associations, policymakers and other European stakeholders to explore the future of retail skills and the opportunities created through Skills4Retail.

The event will provide a platform to present the project's key achievements, share experiences and lessons learned from the training pilots, and encourage the wider adoption of Skills4Retail resources and training programmes across Europe.

The conference will be delivered in a hybrid format, with a target of **200 participants** attending in person or online. Pledgers and Alliance members will be invited to the conference and given the opportunity to take an active part through panels, dedicated sessions and networking. Pledgers will also be asked to give feedback on the draft agenda and to suggest topics.

The conference will be promoted through all four campaign pillars. Matrix Internet will support communications and digital promotion, consortium partners will engage relevant national stakeholders, and European Retail Skills Alliance members will be encouraged to attend, contribute to discussions and share the event through their networks.

The conference will also provide an opportunity to strengthen relationships between retail employers, training providers and policymakers, supporting continued collaboration and the long-term uptake of Skills4Retail outputs beyond the project.

Further details, including the confirmed date, venue, speakers and programme, will be incorporated as planning progresses.

5. Campaign Timeline

The EU Dissemination and Rollout Campaign will run from 1 January to 30 June 2027, preceded by a preparation phase during the final quarter of 2026 and followed by a period of consolidation and reporting.

The campaign will be implemented through a phased approach, allowing activities to build on project milestones, partner engagement and campaign performance. While the overall timeline provides a common framework, individual activities may be adjusted to reflect the availability of project outputs, national activation plans and emerging opportunities.

Table 6: Campaign phases

Phase	Period	Key activities
Preparation	October to December 2026	Partner activation meetings and development of national activation plans; preparation of tailored communications materials; coordination with JA Europe on Alliance activation; development of campaign messaging and creative assets; preparation of training package launch materials and paid campaign planning.
Launch	January to February 2027	Launch of the always-on content programme, introducing Skills4Retail training resources and sharing lessons from the pilot programmes; initial partner-led dissemination and outreach to VET providers and retailers; ongoing Alliance communications and engagement; publication and promotion of the Ready to Use VET Training Package, subject to availability.
Campaign expansion	March to April 2027	Launch of the targeted paid digital campaign promoting retail careers, supported by dedicated landing pages and promotional videos; testing and optimisation of advertising audiences and creative formats; continued partner activation; publication of career-focused content, skills development articles and pilot case studies; targeted outreach to geographical areas requiring additional dissemination support.
Build to finale	May to June 2027	Final month of the paid campaign, focusing on the strongest-performing audiences and messages; continued dissemination of training resources and project outcomes; promotion of the European Retail Skills Stakeholder Conference; stakeholder invitations, Alliance engagement and encouragement of pledges to support training adoption; delivery of the conference in Brussels around June 2027.
Consolidation and reporting	July to August 2027	Collection and analysis of campaign results; evaluation against campaign indicators; consolidation of partner and Alliance activities; final campaign report and planning for the continued use of Skills4Retail resources.

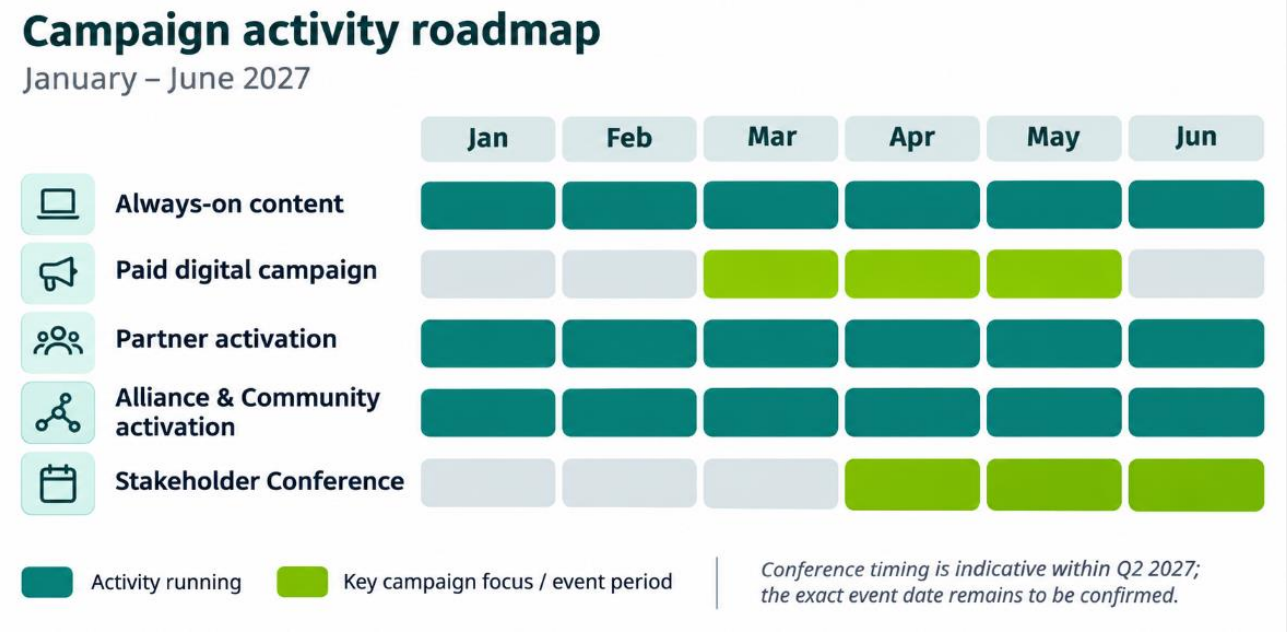


Figure 3: Campaign activity roadmap

The always-on content programme, partner activation and Alliance engagement will continue throughout the six-month campaign, while paid advertising will be concentrated between March and May 2027.

6. National Activation Plans

6.1 National activation plans

The EU Dissemination and Rollout Campaign will be supported by tailored national activation plans developed in consultation with the relevant consortium partners. These plans will identify priority audiences, existing stakeholder networks, proposed activities and opportunities to support the adoption of Skills4Retail training programmes and wider dissemination of project outputs.

At the time of drafting, partners are at different stages of consultation and planning. Initial activities have been identified in several countries, while further information and confirmation of specific commitments remain outstanding in others.

The objective is to finalise the national and European-level activation plans by the end of November 2026, allowing sufficient time to prepare tailored communications materials and supporting resources ahead of the January 2027 campaign launch.

The summaries below reflect the information available at the time of preparation. Plans will remain flexible throughout implementation and will be reviewed, allowing partners to share experiences, respond to emerging opportunities and adapt activities based on results.

Austria

Activation partners: WKO-WIFI and JA Austria.

The pilot training programme in Austria was delivered through WIFI to approximately 80 participants, providing an existing base of experience and potential evidence for further dissemination.

JA Austria intends to contribute through its Junior Company programme during the 2026/27 academic year. Participating students will complete the Skills4Retail module and develop retail marketing concepts, with opportunities to use student testimonials and selected project outcomes as campaign content following completion of the programme.

WKO-WIFI is expected to focus on engagement with retailers and the wider chamber network, using its established industry relationships to promote the Skills4Retail training resources and encourage further uptake.

The respective responsibilities, priority audiences, dissemination channels and measurable targets will be confirmed through the national activation planning process.

Czechia

Activation partners: JA Czech, with Karlínská obchodní akademie.

JA Czech intends to prioritise VET schools and teachers, drawing on its established communication network of approximately 1,300 schools and 1,900 teachers. Engagement with retailers and national

policy stakeholders will be supported through links with SOCR ČR, the Czech Confederation of Commerce and Tourism.

The pilot delivered at Karlínská obchodní akademie, including existing teacher and student testimonials, will provide material for a case study demonstrating the practical application of Skills4Retail training.

Planned activities include targeted mailings to schools, an online information session in Czech, participation in the Retail Summit in Prague and JA Expo 2027, dissemination through SOCR ČR member communications, and direct engagement with schools and companies.

These activities will support awareness of the training resources and encourage education providers and retail organisations to explore opportunities for adoption. The respective responsibilities, priority audiences, dissemination channels and measurable targets will be confirmed through the national activation planning process.

Hungary

Activation partners: JA Hungary and VOSZ, with Szent György Technikum.

JA Hungary intends to focus on teachers and education providers interested in implementing the training programmes, alongside retail employers who can support skills development and employment opportunities.

The organisation plans to draw on its network of approximately 500 schools and 150 teachers, while VOSZ will provide access to employers through its membership and established industry connections.

The proposed activation plan will build on four BusinessBeats events already scheduled between January and April 2027, providing opportunities to introduce Skills4Retail resources and engage relevant stakeholders.

Additional activities will include targeted school communications, new testimonials, direct outreach to education providers and employers, a VOSZ member mailing and engagement with the Hungarian Chamber of Commerce and Industry.

Ireland

Activation partners: JA Ireland, with Skillnet Ireland and DTSL.

JA Ireland intends to focus on extending the reach of Skills4Retail beyond its existing school programme, which is currently operating at capacity.

The proposed approach will prioritise national agencies and education stakeholders who may support future rollout, together with retailers interested in engaging younger audiences and developing workforce skills.

MSLETB has been identified as a potential VET provider for further adoption, while Diageo and Top Oil have been identified as possible industry contacts for engagement.

Planned communications activities include a case study highlighting the Irish pilot at Grange Community College, stories from the rollout of a new Irish-language module, targeted outreach to retailers and three national agencies, and dissemination through an existing partner newsletter.

These activities will focus on developing relationships that could support wider implementation and longer-term adoption of Skills4Retail training resources.

Latvia

Activation partners: JA Latvia, with Riga State Technical School (RSTS).

JA Latvia will prioritise VET schools, teachers and trainers, building on a train-the-trainer event scheduled for 19–20 November 2026. Students will also be reached through the wider JA Latvia school network.

Planned activities include developing a case study based on the RSTS pilot, organising an online information session for VET schools and exploring opportunities to incorporate retail placements into Job Shadow Day.

Retailer engagement will be supported through RSTS internship partners and the Latvian Chamber of Commerce and Industry.

Regular dissemination through JA Latvia's social media channels and newsletter will complement direct outreach, with the aim of increasing awareness of the training programmes and encouraging their adoption by additional education providers.

Malta

Activation partner: JA Malta.

JA Malta has already made a significant contribution to the development of the European Retail Skills Alliance, having brought 19 of the 69 current Alliance pledgers into the network, representing the largest contribution from an individual partner at this stage.

Building on this established engagement, JA Malta is expected to play a role in supporting the Alliance and Community activation strand of the campaign, particularly through continued stakeholder engagement and the dissemination of Skills4Retail resources within its existing networks.

Potential activities include direct communication with existing Alliance contacts, sharing relevant training resources and encouraging organisations to promote Skills4Retail through their own professional networks.

The specific audiences, activities, dissemination channels and targets will be confirmed following further consultation with JA Malta.

Portugal

Activation partners: JA Portugal, with Escola Profissional de Vila do Conde.

JA Portugal intends to focus primarily on students, teachers and VET providers, using established education networks and communications channels.

The proposed audience includes approximately 10 VET schools, 20 teachers and up to 1,000 students, with retailers forming a selective secondary target group.

The activation plan will build on the pilot delivered at Escola Profissional de Vila do Conde, using project experiences and outcomes to develop a case study illustrating the benefits of Skills4Retail training.

Planned activities include targeted email communications to schools, supported by a Portuguese one-page summary of the programme, an online information session, participation in the school's end-of-programme activities and direct outreach to a selected number of retail businesses.

These activities will aim to increase awareness of the training resources and support their wider use within education and training settings.

Romania

Activation partners: JA Romania, with SSCNK Kretzulescu and the University of Bucharest.

JA Romania has already contributed to the visibility of Skills4Retail through its involvement in the September 2026 consortium meeting in Bucharest and the development of short-form video content and testimonials used in the European Retail Skills Strategy campaign.

These existing communications resources provide a foundation for further dissemination during the EU rollout campaign.

SSCNK Kretzulescu and the University of Bucharest also offer established connections with vocational and higher education audiences, creating opportunities to promote Skills4Retail training resources to educators, trainers and institutions.

Potential activities include further use of existing project videos and testimonials, engagement with education networks and outreach to relevant industry stakeholders.

A detailed activation plan, including target audiences, communication channels, specific activities and measurable commitments, will be developed following further consultation with JA Romania and the supporting partners.

European level

Activation partners: JA Europe, Skillnet Ireland, Schuman Associates and OTB Europe.

European-level activation will complement national activities by engaging cross-border networks, European industry organisations, education and training stakeholders and other relevant groups capable of extending the reach of Skills4Retail outputs.

JA Europe will lead engagement with the European Retail Skills Alliance and Community, building on the existing network of organisations committed to retail skills development.

Following a dedicated planning meeting, the proposed approach will focus on two complementary activities: maintaining direct engagement with Alliance members through project updates, meetings and resource sharing, and encouraging members to disseminate Skills4Retail materials through their own networks.

Schuman Associates will lead the European Retail Skills Stakeholder Conference scheduled to take place in Brussels around June 2027. The conference will provide a central opportunity for European stakeholder engagement, networking and commitments to wider training adoption.

Skillnet Ireland and OTB Europe may contribute through their relevant professional networks and stakeholder relationships, with specific activation activities and responsibilities to be confirmed through the ongoing planning process.

European-level activities will be coordinated with national partners to encourage complementary outreach, avoid duplication and identify opportunities to extend dissemination into additional countries and stakeholder networks.

Coordination and ongoing review

The national and European-level activation plans provide the operational foundation for the wider dissemination campaign. They will guide the preparation of partner communications materials, direct outreach, stakeholder engagement and the promotion of Skills4Retail training resources.

Following initial agreement, the plans will remain subject to review throughout the January–June 2027 campaign period.

This approach will combine a consistent European campaign framework with the flexibility required for effective national implementation, supporting wider dissemination, training adoption and the long-term impact of Skills4Retail.

7. Campaign Channels, Tools and Assets

All campaign activity directs audiences to the European Retail Skills Platform (skills4retail.eu), which hosts the training package, campaign landing pages, resources and Community registration.

7.1 European Retail Skills Platform and campaign landing pages

Table 7: Campaign web resources

Resource	Purpose	Link
Skills4Retail website	Central campaign destination providing project information, news and resources.	https://skills4retail.eu
Training package landing page	Access to Skills4Retail courses and the Ready to Use VET Training Package when available.	https://skills4retail.eu/courses/
Retail careers landing page	Dedicated landing pages for the paid demand-generation campaign, tailored to young people, jobseekers and career changers.	To be developed ahead of the March 2027 campaign launch
Alliance pledge and engagement page	Information for organisations interested in supporting Skills4Retail and joining the wider skills development initiative.	https://skills4retail.eu/join-the-pledge/
European Retail Skills Stakeholder Conference	Event information, programme, registration details and participation opportunities.	To be developed once conference arrangements are confirmed

The retail careers landing pages will be developed as part of the preparation for the March–May 2027 paid advertising campaign. These pages will be designed to provide relevant information for different audiences and encourage visitors to explore the available training and career pathways.

The Stakeholder Conference page will be developed in coordination with Schuman Associates as event details are confirmed.

7.2 Social media and newsletter

Table 8: Campaign social media and newsletter channels

Channel	Use in the campaign	Link
LinkedIn	Always-on content programme, dissemination of project outputs, stakeholder engagement, partner amplification and selective paid promotion where appropriate.	https://www.linkedin.com/school/skills4retail

Channel	Use in the campaign	Link
Facebook and Instagram	Paid advertising targeting potential learners, jobseekers and career changers, supporting the demand-generation campaign.	Campaign account to be established
Skills4Retail newsletter	Regular project updates, promotion of training resources, stakeholder opportunities and invitations to relevant activities.	https://skills4retail.eu/newsletter/
Partner channels	Dissemination through national websites, social media accounts, newsletters and professional networks, adapted to local audiences.	Dissemination through national websites, social media accounts, newsletters and professional networks, adapted to local audiences.

The Facebook and Instagram accounts will be established ahead of the paid campaign launch in March 2027, with content and advertising activity coordinated by Matrix Internet.

Consortium partners will be encouraged to amplify campaign messages through their existing communication channels, using centrally developed materials and adapting them where appropriate for national audiences.

7.3 European dissemination platforms

In addition to the project's own communication channels, the campaign will seek opportunities to disseminate Skills4Retail outputs through established European and national education, training and industry networks.

Potential channels include the Erasmus+ Project Results Platform, EPALE (Electronic Platform for Adult Learning in Europe), the Digital Skills and Jobs Platform, Erasmus+ National Agencies and relevant national VET and retail industry networks.

The selection of dissemination platforms will be guided by the relevance of each channel to the campaign's target audiences and the opportunities identified through partner activation.

Each national partner activation plan will incorporate relevant dissemination opportunities, including engagement with professional associations, education networks, industry bodies and other organisations capable of extending the reach of Skills4Retail resources.

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This coordinated approach will allow the consortium to make use of relevant European dissemination opportunities while retaining flexibility to prioritise the channels and networks most likely to support the adoption of Skills4Retail outputs.

7.4 Campaign assets

A range of communications and promotional assets will be developed to support the delivery of the EU Dissemination and Rollout Campaign. These will include centrally produced materials and resources tailored to the needs of individual partners and target audiences.

The table below outlines the anticipated campaign assets. These materials will be developed progressively in line with campaign milestones, with additional assets created as required to support partner activation, stakeholder engagement and emerging dissemination opportunities.

All materials will adhere to the established Skills4Retail brand guidelines, ensuring consistency in visual identity, messaging and the acknowledgement of EU funding across campaign activities.

Assets will be produced primarily in English, with translation or localisation undertaken in collaboration with project partners where a specific need is identified. Final materials will be made available to relevant partners for use and adaptation through the project's shared resources.

Table 9: Campaign assets

Asset	Description	Languages
Campaign key visual and social templates	Visual identity and templates for the campaign	EN and partner languages
Explainer video	Short introduction to the training package	EN
Training package summary	One-page summary for VET providers	EN and partner languages
Partner activation kits	Tailored national kits	Partner languages
Outreach templates	Email templates for VET providers and retailers	EN and partner languages
Conference promotion pack	Invitations, social posts and visuals	EN

8. Monitoring, Reporting and Evaluation

8.1 Monitoring framework

Campaign performance will be monitored across two distinct dimensions: delivery, meaning the content, assets and activities produced; and amplification, meaning the dissemination of that content through partner channels and the reach achieved. Reporting these dimensions separately enables the consortium to identify where additional support or corrective action is required.

8.2 Recording campaign activities

Partners will keep a shared record of all campaign activities, which is used to report on the campaign's results. Partners will:

- record online activities (posts, newsletters and articles) as well as events and in-person activities;
- record the actual reach of each post two to three weeks after publication, and the number of attendees at each event; and
- report activation results, such as VET providers, trainers or retailers reached, at the agreed interval.

9. Risk Management

The following risks to the delivery of the EU Dissemination and Rollout Campaign have been identified, together with corresponding mitigation measures. Risks will be monitored throughout implementation and reviewed regularly with partners, allowing corrective actions to be taken where necessary.

Table 10: Campaign risks and mitigation measures

Risk	Likelihood	Impact	Mitigation
Uneven amplification of campaign content by partners	Medium	High	Agree realistic national activation plans with named partner contacts; provide tailored communications materials and practical support; monitor progress regularly; address gaps through additional outreach and support.
Delay in publication of the Ready to Use VET Training Package	Medium	High	Prepare supporting communications in advance; maintain flexibility in publication schedules; promote existing Skills4Retail resources and pilot outcomes until the training package becomes available.
Confirmation of the Stakeholder Conference date	Medium	Medium	Coordinate regularly with Schuman Associates; prepare flexible promotional materials; launch invitations and targeted communications once the date, venue and programme are confirmed.
Limited reach to retailers and policymakers in some countries	Medium	Medium	Review partner activation plans and geographical coverage; use relevant industry networks, the European Retail Skills Alliance and targeted advertising to support areas where additional dissemination is required.
Limited engagement with training resources or conversion into programme adoption	Medium	High	Develop clear audience-specific messages and calls to action; provide accessible training information; encourage direct outreach to relevant VET providers and retailers; monitor engagement and expressions of interest, adjusting activities where necessary.
Limited availability of approved learner, teacher or employer testimonials	Low	Medium	Obtain appropriate consent before using identifiable testimonials, images or video content; prioritise existing approved materials and use alternative project evidence or anonymised examples where required.
Underperformance of the paid campaign	Medium	Medium	Test different audiences, messages and creative formats; monitor performance through advertising platforms and Matomo; reallocate the EUR 8,000 budget towards the strongest-performing activities and review additional investment where justified and approved.

10. Sustainability and Exploitation

The EU Dissemination and Rollout Campaign has been designed to support the continued adoption and use of Skills4Retail outputs beyond the lifetime of the project, contributing to the objectives of the Long-term Sustainability Strategy.

While the campaign focuses on increasing awareness, engagement and training adoption during the final project year, its activities will also help establish the relationships, resources and networks needed to support longer-term impact.

Key contributions to sustainability will include:

- **European Retail Skills Alliance and Community:** Strengthening an established network of retailers, education providers, industry associations and other stakeholders who can continue to exchange knowledge, share resources and promote retail skills development.
- **National stakeholder networks:** Building relationships with VET providers, retailers and other relevant organisations through partner activation, creating opportunities for continued collaboration and wider adoption of the training programmes.
- **Accessible training and communications resources:** Promoting the Ready to Use VET Training Package and developing reusable communications materials, campaign assets and supporting content that can continue to assist organisations interested in implementing Skills4Retail outputs.
- **Stakeholder engagement and commitments:** Using the European Retail Skills Stakeholder Conference to encourage collaboration and secure pledges supporting the implementation of retail training within national initiatives.
- **Evidence and lessons learned:** Documenting dissemination results, stakeholder engagement, training adoption and effective communication approaches to inform future activities and the project's sustainability planning.

Continuing beyond the project

Over the coming months, the campaign team will work with the partners responsible for the project's long-term sustainability to make sure campaign results feed into that planning.

This work will identify which resources, relationships and channels can keep the Skills4Retail programmes in use after the project ends.

Arrangements for maintaining resources, engaging stakeholders and continuing communications will be agreed as part of this planning.

By connecting the campaign's immediate dissemination and adoption objectives with longer-term exploitation activities, Skills4Retail aims to ensure that the investment in training development, pilot

delivery and European stakeholder engagement continues to benefit the retail sector beyond the project's duration.

11. Conclusion

The EU Dissemination and Rollout Campaign represents an important final phase of Skills4Retail, shifting the project's focus from the development and piloting of training programmes towards their wider adoption and implementation across Europe.

Through four complementary pillars, the campaign combines centrally coordinated communications, targeted paid promotion, national partner activation and engagement with the European Retail Skills Alliance and Community. Partner-led activities will remain central to the approach, using established relationships with retailers, VET providers and other stakeholders to encourage the practical uptake of project resources and training programmes.

The campaign will also promote retail as an attractive career choice, highlighting the opportunities available to new entrants, existing employees and career changers, and raising awareness of the training pathways developed through Skills4Retail.

Implementation will be supported by clear campaign objectives, measurable performance indicators and regular monitoring, allowing activities to be adapted in response to partner feedback, stakeholder engagement and campaign results. The European Retail Skills Stakeholder Conference around June 2027 will provide a further opportunity to showcase project achievements, strengthen collaboration and encourage commitments to training adoption.

Beyond the immediate campaign period, the networks, partnerships and reusable resources developed through these activities will help sustain the results of Skills4Retail over the long term.

Ultimately, the success of the campaign will be measured not only by the visibility achieved, but by its contribution to the adoption of Skills4Retail training programmes, increased engagement with retail career opportunities and the establishment of lasting connections between education and industry.

Annexes

Annex I: Illustrative LinkedIn Content

January 2027: Skills4Retail Training Resources and Pathways

Post 1: One training programme, three pathways

Target audience: VET providers, educators, trainers and retail employers.

Suggested visual: Three-column graphic introducing the Skills4Retail training pathways, with a short description of each.

LinkedIn copy:

Retail training needs to reflect the different roles and career stages of people working in the sector.

A person starting their first retail job has different training needs from an experienced store manager or someone responsible for developing their organisation's workforce.

That's why Skills4Retail has developed three training pathways:

- Pathway 1: For new entrants and non-management retail employees.
- Pathway 2: For retail managers and supervisors.
- Pathway 3: For learning and development professionals.

Each pathway addresses the skills needed to support the retail sector's digital, green and resilience transitions.

The aim is to make relevant, practical training more accessible to learners and businesses across Europe.

Explore the Skills4Retail approach and training resources: https://skills4retail.eu/

#Skills4Retail #RetailSkills #VocationalEducation #RetailTraining

Call to action: Explore the three training pathways.

Post 2: Bringing Skills4Retail training into the classroom and workplace

Target audience: VET institutions, teachers, trainers and retail employers.

Suggested visual: Branded graphic featuring the Ready to Use VET Training Package, with the message: "Retail training resources designed for European rollout."

LinkedIn copy:

How can education and training providers prepare learners for the changing needs of Europe's retail sector?

Skills4Retail is working to make that process easier.

Following the development and piloting of its training programmes, the project is preparing a Ready to Use VET Training Package to support wider adoption across Europe.

The resources are designed to help training providers introduce learning that responds to real retail skills needs, including digital transformation, sustainability and resilience.

For educators and training organisations, this offers an opportunity to build on work already undertaken by the Skills4Retail consortium rather than developing training materials from scratch.

Find out more about Skills4Retail and the resources available to support retail skills development.

https://skills4retail.eu/

#Skills4Retail #VET #RetailEducation #SkillsDevelopment

Call to action: Access the training resources when published.

February 2027: Lessons from the Skills4Retail Pilots

Post 3: What have we learned from delivering retail training across Europe?

Target audience: VET providers, trainers, policymakers and retail organisations.

Suggested visual: Map highlighting the eight Skills4Retail pilot countries, accompanied by photographs from training activities.

LinkedIn copy:

Developing a training programme is one thing. Making it work in real classrooms and retail environments is another.

Skills4Retail has taken its training programmes through a pilot phase involving education and industry partners across eight European countries.

This has provided valuable opportunities to explore how training can respond to different learners, education systems and retail working environments.

The experience highlights the importance of collaboration between educators and employers, flexible approaches to learning and training content that reflects the practical needs of the sector.

These lessons will help inform the wider European rollout of the Skills4Retail training programmes.

Discover more about the project and its work across Europe: https://skills4retail.eu/

#Skills4Retail #RetailTraining #VET #EuropeanSkills

Call to action: Explore the project and its pilot activities.

Post 4: Why industry involvement matters in retail education

Target audience: Retail employers, industry associations and VET providers.

Suggested visual: Photograph of a retail employer and training provider collaborating, ideally from an existing Skills4Retail pilot activity.

LinkedIn copy:

Retail education is most effective when the people delivering training and the people employing retail workers understand each other's needs.

That's one of the principles behind Skills4Retail.

Throughout the project, education providers and retail industry partners have worked together to develop and test training programmes addressing the skills needed in today's retail sector.

This collaboration helps connect learning with practical workplace requirements, from digital tools and customer service to sustainability and business resilience.

As Skills4Retail moves towards wider European rollout, continued cooperation between education and industry will be essential.

Are you a retail employer or training provider interested in supporting skills development?

Find out more: https://skills4retail.eu/

#Skills4Retail #RetailIndustry #EducationAndIndustry #WorkforceDevelopment

Call to action: Explore opportunities for collaboration.

March 2027: Retail Careers, Opportunities and Pathways

Post 5: A career in retail might surprise you

Target audience: Young people, students and jobseekers.

Suggested visual: Carousel featuring different roles in retail, including e-commerce, digital marketing, store management, logistics and sustainability.

LinkedIn copy:

When you think about a career in retail, what comes to mind?

Working in a shop is one possibility, but Europe's retail sector offers many more opportunities.

From e-commerce and digital marketing to logistics, sustainability, customer experience and management, retail businesses need people with a wide range of skills.

And as technology and customer expectations continue to change, new roles and career opportunities are emerging.

Skills4Retail is helping people understand these opportunities and access training designed around the sector's changing needs.

Whether you're looking for your first job or exploring a different career direction, retail could offer more possibilities than you realise.

Explore the opportunities and training pathways available through Skills4Retail.

[Insert retail careers landing page]

#Skills4Retail #RetailCareers #CareerOpportunities #FutureOfRetail

Call to action: Explore careers in retail.

Post 6: Looking for a career change? Consider retail.

Target audience: Adult learners, jobseekers and career changers.

Suggested visual: Short video showing different retail working environments and professional roles, with the message: "Your next career could be in retail."

LinkedIn copy:

Thinking about a career change?

Retail could offer opportunities to use the skills you already have while developing new ones.

Communication, problem-solving, teamwork, digital skills and customer service are valuable across a wide range of retail roles.

And retail careers are not limited to customer-facing positions. Opportunities also exist in business operations, e-commerce, marketing, logistics and management.

Through Skills4Retail, we're helping to make retail training and career pathways more accessible to people at different stages of their working lives.

You don't necessarily need to start from scratch to build a future in retail.

Discover how Skills4Retail can help you explore your options.

[Insert retail careers landing page]

#Skills4Retail #CareerChange #RetailCareers #LifelongLearning

Call to action: Discover retail career pathways.

April 2027: Developing Skills for the Future of Retail

Post 7: What skills will Europe's retail workforce need?

Target audience: Retail employers, VET providers, trainers and policymakers.

Suggested visual: Infographic featuring the three transitions addressed by Skills4Retail: Digital, Green and Resilience.

LinkedIn copy:

Retail is changing, and the skills required to succeed in the sector are changing with it.

Digital technologies are transforming how retailers operate and connect with customers.

Sustainability is influencing everyday business decisions, from energy use and waste management to product sourcing.

And businesses increasingly need the resilience to respond to economic uncertainty, changing consumer behaviour and new challenges.

Skills4Retail addresses these developments through training programmes focused on the digital, green and resilience transitions.

By connecting education and industry, the project aims to ensure that retail workers and businesses have access to relevant skills development opportunities.

Explore the European Retail Skills Strategy to learn more about the skills shaping the sector's future.

https://skills4retail.eu/european-retail-skills-strategy/

#Skills4Retail #FutureOfRetail #DigitalSkills #GreenSkills #Resilience

Call to action: Read the European Retail Skills Strategy.

Post 8: Digital skills are becoming everyday retail skills

Target audience: Retail employees, managers, employers and training providers.

Suggested visual: Carousel showing practical digital activities in retail, such as online orders, inventory management, customer data and digital communications.

LinkedIn copy:

Digital skills in retail are no longer relevant only to IT teams or e-commerce specialists.

From managing online orders and inventory systems to communicating with customers and using business data, digital technology is now part of everyday retail operations.

This creates a growing need for practical training that helps employees understand and confidently use digital tools in their work.

Skills4Retail is supporting this transition by developing training pathways that respond to the changing skills needs of retailers and their employees.

For businesses, investing in digital skills is an opportunity to improve operations and support staff development.

For employees, it can open the door to new responsibilities and career progression.

Learn more about the skills needed for the future of European retail.

https://skills4retail.eu/european-retail-skills-strategy/

#Skills4Retail #DigitalTransformation #RetailSkills #Upskilling

Call to action: Explore digital skills in the European Retail Skills Strategy.

May 2027: From Training to Opportunity, Real-World Impact

Post 9: Connecting education with real retail opportunities

Target audience: VET providers, retailers, learners and policymakers.

Suggested visual: Photo from a Skills4Retail pilot showing learners participating in practical training or industry engagement.

LinkedIn copy:

How do we make sure that retail training prepares people for the opportunities available in the sector?

One important step is bringing education providers and employers closer together.

Skills4Retail has placed this collaboration at the centre of its approach, involving both education and industry partners in the development and testing of training programmes.

The aim is to connect learning with the skills required in real retail environments and help learners understand how those skills can support their future careers.

As the project progresses towards wider adoption, these partnerships will play an important role in bringing Skills4Retail training to more learners and workplaces across Europe.

Discover how Skills4Retail is connecting education, skills and employment.

https://skills4retail.eu/

#Skills4Retail #RetailEducation #Employability #IndustryCollaboration

Call to action: Discover the Skills4Retail approach.

Post 10: Retail skills development is an investment in people

Target audience: Retail employers, HR professionals, learning and development managers.

Suggested visual: Branded quote graphic from an existing Skills4Retail retailer or educator interview, subject to permission and approval.

LinkedIn copy:

For retailers, skills development is not just about preparing employees for their current roles.

It's also about helping people develop the confidence and capabilities to take on new responsibilities as businesses evolve.

Digital transformation, sustainability and changing customer expectations are creating new demands across retail organisations.

This makes accessible, relevant training increasingly important for both employees and employers.

Skills4Retail has developed training pathways that address different levels of experience and responsibility, from frontline employees to managers and learning and development professionals.

By supporting the adoption of these resources, the project aims to help more retail businesses invest in the skills of their workforce.

Find out how Skills4Retail can support workforce development.

https://skills4retail.eu/

#Skills4Retail #WorkforceDevelopment #RetailTraining #LearningAndDevelopment

Call to action: Explore Skills4Retail training pathways.

June 2027: Building a Lasting European Retail Skills Network

Post 11: Working together to strengthen retail skills across Europe

Target audience: European retail associations, employers, VET providers and policymakers.

Suggested visual: Photograph from a European Retail Skills Alliance meeting or a branded graphic highlighting the Alliance network.

LinkedIn copy:

The future of retail skills development depends on continued cooperation between education, industry and policymakers.

The European Retail Skills Alliance brings together organisations with a shared interest in strengthening the skills of Europe's retail workforce.

Through regular meetings, knowledge exchange and collaboration, members have opportunities to share their experiences, explore common challenges and identify ways to support skills development across the sector.

As Skills4Retail approaches the final stages of the project, the Alliance provides an important network for supporting the wider dissemination and adoption of its training resources.

The work of strengthening Europe's retail workforce doesn't end with the project.

Discover the European Retail Skills Alliance and the opportunities for collaboration.

https://skills4retail.eu/

#Skills4Retail #EuropeanRetailSkillsAlliance #RetailSkills #EuropeanCollaboration

Call to action: Explore the Alliance and opportunities to get involved.

Post 12: From project results to lasting impact

Target audience: Retail industry representatives, VET providers, policymakers and European stakeholders.

Suggested visual: Branded conference graphic featuring the event title, Brussels location and confirmed date when available.

LinkedIn copy:

How can the work of Skills4Retail continue to benefit Europe's retail sector beyond the lifetime of the project?

That will be a central question at the European Retail Skills Stakeholder Conference, taking place in Brussels in June 2027.

Bringing together representatives from retail, education, training and policymaking, the event will provide an opportunity to reflect on the project's achievements and explore the next steps for European retail skills development.

Through discussions, practical examples and networking opportunities, participants will consider how Skills4Retail training resources can support future collaboration and adoption.

The conference will also encourage stakeholders to make commitments towards implementing VET training within national initiatives.

Further programme and registration details will be announced through Skills4Retail channels.

https://skills4retail.eu/

#Skills4Retail #RetailSkills #VocationalEducation #EuropeanCollaboration

Call to action: Follow Skills4Retail for conference updates and registration information.

Annex II: Partner activation form

Skills4Retail D5.4: Partner Activation Form and Call Agenda

Please complete this form by November 2026, or at least two working days before your activation call. Your answers shape your personalised activation kit and your part of the EU Dissemination and Rollout Campaign (1 January to 30 June 2027).

It takes about 20 minutes. Rough figures are fine: we want a realistic picture, not precise data. Make a copy of this document, fill in your answers and share it with Rachele at Matrix Internet. The form follows the four campaign pillars described in Section 4.

1. Your organisation

Question	Your answer
Organisation	
Country	
Communication contact for the campaign: (name, role)	
Campaign contact: email	
Back-up contact (name and email)	
Your campaign role (country activation partner, supporting partner, other)	
Other Skills4Retail partners in your country you will work with	
Languages your materials need to be in	

2. Who you can reach

For each audience, pick how well you can reach them, give a rough number of contacts, and say how you reach them (newsletter, direct contact, events, school network, member network).

Audience	Your Reach (high / medium / low)	Approx. contacts	How you reach them
VET providers and schools	[Reach]		
Teachers and trainers	[Reach]		
Students and learners	[Reach]		
Retailers and retail employers	[Reach]		

Retail associations and chambers	[Reach]		
Ministries, national agencies, Erasmus+ National Agency	[Reach]		
Jobseekers, career changers, employment services	[Reach]		

Which two audiences should we prioritise in your country, and why?

> *Your answer:*

3. Your channels

List the channels you can use to share Skills4Retail content. Leave a row blank if you don't use it.

Channel	Link or handle	Followers / subscribers	How often you can post for this campaign	Language
LinkedIn				
Facebook				
Instagram				
Website or blog				
Email newsletter				
Network or member mailings (schools, retailers, associations)				
Other				

4. Rollout in your country

Question	Your answer
Pilot stories you could share: learners, trainers, providers or retailers willing to feature	
Results or evidence from your pilot we can use (numbers, quotes, photos, video)	
VET providers or schools most likely to adopt the programme next	

Retailers or employers most likely to get involved	
National bodies we should target (ministry, VET agency, Erasmus+ National Agency, chambers)	
Events between January and June 2027 where Skills4Retail could feature	
Main barriers to adoption in your country (for example accreditation, language, funding, timing)	
Anything already planned that the campaign should support	

5. Conference, support and capacity

European Retail Skills Stakeholder Conference. The conference is expected towards the end of the campaign in Brussels, with online participation.

Question	Your answer
Policymakers or ministry contacts you could invite	
Organisations that might make a pledge to implement the VET programme	
Possible speakers or case studies from your country	

What support do you need in your kit? Tick all that apply.

☐ Social media posts and captions

☐ Visuals in your language

☐ Outreach email templates for VET providers and retailers

☐ Presentation slides or a webinar pack

☐ A one-page summary of the training package

☐ Local-language landing page content

☐ Help with the visibility tracker and reach figures

☐ Other (please describe):

Your capacity, January to June 2027. A realistic estimate helps us plan; it is not a fixed target.

Activity	Per month
Social posts sharing Skills4Retail content	
Newsletter or mailing mentions	

Direct outreach to VET providers or retailers	
Events, webinars or presentations	

Activation call agenda (30 minutes)

The call turns your form into a plan. We won't re-present the strategy, so please read it and send your form beforehand.

Time	Item	Outcome
0 to 3 min	Welcome and purpose of the call	Shared aim for the 30 minutes
3 to 7 min	Quick check on the campaign: four pillars, timeline, conference	Questions answered
7 to 17 min	Your form: priority audiences, channels, local opportunities and barriers	Two or three priority audiences and routes agreed
17 to 23 min	Your activation kit: what we build, languages, first assets needed	Kit contents and language versions agreed
23 to 27 min	Conference and pilot evidence: invitations, pledges, stories	Names to follow up
27 to 30 min	Commitments and next steps: named contact, monthly reporting, visibility tracker	Actions and dates confirmed

After the call: Matrix Internet sends a one-page summary of your activation plan within three working days. Your plan feeds into the campaign, and your kit is finalised by 11 December 2026.

Work Package No/Name	WP5
Deliverable Name	D5.4
Partner(s) involvement	D5.4 – EU Dissemination Rollout Campaign
Submission Deadline (As per Annual Work Plan)	**14.11.2026**

Rate	1	2	3	4	5
Quality Parameter	very low/strongly disagree	low/disagree	moderate/neither nor	high/ agree	very high/strongly agree
1. The work performed corresponds to the requirements and methodological standards of the project.	☐	☐	☐	☐	☒
2. The drafting and structuring of each deliverable include the contribution of all relevant experts.	☐	☐	☐	☐	☒
3. Deliverables use clear and easily understandable language in the text and the design is professional and in line with the project brand identity, guidelines, and document template.	☐	☐	☐	☐	☒
4. The output is in line with the standards adopted by the European Commission.	☐	☐	☐	☐	☒
Name of the WP Leader	**Matrix internet**				
Submission Date	**14/11/2026**				

Skills4Retail
Building sustainable growth



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