

Skills4Retail
Building sustainable growth

VET Training Programmes, training materials and delivery methods

Deliverable 3.3

14/08/2025 | DONAL GRIMES

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Table of Contents

About the Skills4Retail project **2**

The Skills4Retail Consortium 3

Document Control Information **4**

Document history 5

List of Figures 5

List of Tables 5

1. Introduction **6**

2. Training Materials for each Pathway **7**

2.1 Pathway 1 7

2.2 Pathway 2 16

2.3 Pathway 3 25

2.4 Video Materials 25

3. Delivery Methodologies & Module Duration **28**

4. Quality Assurance for Course Materials **30**

5. Conclusion **30**

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.

Deliverable 3.3 will summarise the consortium's efforts from Task 3.3 to design and produce the online / offline learning materials and delivery methods to support the programme outlined in D3.1.

The Skills4Retail Consortium

The Skills4Retail consortium is an Erasmus + Partnerships for Innovation Funded project, bringing together 30 partners.

1	Partner	Acronym	Country
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

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No	Associated Partner	Acronym	Country
1	Intel Technology Poland Spółka z ograniczoną odpowiedzialnością	INTEL Poland	Poland
2	JMH, SGPS, S.A.	JerónimoMartins	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 Oct. 30th 2023

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List of Figures

Figure No.	Title	Page
Figure 2.1	Extracts from slides of the Retail Customer Experience Module	10
Figure 2.2	Extracts from slides of the Introduction to E-commerce module	12
Figure 2.3	Extracts from slides of the AI4Retail module	12
Figure 2.4	Extracts from slides of the Retail Supply Chain Management module	14
Figure 2.5	Extracts from slides of the Digital Marketing module	15
Figure 2.6	Extracts from slides of the Introduction to Sustainability in Retail module	16
Figure 2.7	Extracts from slides of the Retail Workforce Management module	20
Figure 2.8	Extracts from slides of the Leading with Integrity module	21
Figure 2.9	Extracts from slides of the Coaching, Mentoring & Performance Management module	23
Figure 2.10	Extracts from slides of the Leadership in the Experience Economy module	25
Figure 2.11	Screenshots of scene-cuts from the video for Retail Customer Experience module	26

List of Tables

Table No.	Title	Page
Table 2.1	Pathway 1: New Entrants to Retail	9
Table 2.2	Pathway 2: Retail, Managers	18
Table 3.1	Delivery Methodologies	28

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1. Introduction

Work Package 3 of the Skills4Retail project aims to design and develop the new VET Curricula for the Retail sector in Europe, integrate work-based learning components, identify qualification paths for learners, and design a programme to actively promote the mobility of learners in the EU. Work Package 3 extends from the last quarter of the first year of the project until the first quarter of the last year and consists of six tasks. The specific objectives are summarised as follows:

- Design an innovative VET curriculum focused on competences and job profiles to build a sustainable pipeline of new talent and enable the rapid digital, green and resilience upskilling / reskilling of both young people and adults, fast tracking candidates into high demand roles at both entry/operational or management/leadership level in the retail sector.
- Develop an effective VET training programme and create all related offline and online learning materials and delivery methods for selected professions targeting both new talent and existing workforce, through 0
- h flexible training modules.
- Integrating work-based learning, mentoring, networking, site visits in the new VET programmes to build sustainable career pathways and ensure continuous upskilling and reskilling to help retailers increase resilience and adapt to the green and digital transition.
- Ensure recognition of acquired micro-credentials and certification at both EU and National levels either by making the learning part of a country's formal VET education or by preparing learners for certification through continuing VET.
- Design a market demand led curriculum that facilitates cross-border certification and therefore contributes to the mobility of vocational students, jobseekers and trainees across Europe.

The primary objective of task 3.3 is to develop an effective VET training programme by creating all related offline and online learning materials and delivery methods for selected professions targeting both new talent and existing workforce, through flexible training modules. In pursuit of this objective, task 3.3 will build upon the foundations established in D3.1 (Retail Skills Core VET Curriculum) as well as harnessing the research undertaken in D2.2 (Occupational Profiles and Needs analysis) and D2.2 (European Retail Skills Strategy).

The curriculum delineated in D3.1 was modular and comprehensive targeting the broad spectrum of personas identified in WP 2, by establishing different learning pathways. Learning outcomes were developed for each module in alignment with Bloom's Taxonomy and the corresponding levels of the European Qualifications Framework (EQF). For instance, as discussed in D3.1, the modules in Pathway 1 are intended for individuals with no prior formal training in retail. Consequently, the course materials are structured to reflect this more foundational level of learning. Inversely, the pathway 2 modules are

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targeted towards retail managers or aspiring retail managers and accordingly, the training materials developed reflect that more professional standard of learning.

The modular structure of the curriculum supports customisation and flexible learning, enabling the creation of personalised pathways tailored to individual learner needs. In Task 3.3, this principle remained a central focus for the WP3 team as course materials were developed for each pathway, ensuring that learners could engage with the curriculum in a way that suited their pace and preferences; whether by completing standalone modules or an entire pathway.

To reflect the progression in learning between Pathway 1 and Pathway 2, the materials are structured differently across the two pathways (as discussed in detail in Section 2). However, to maintain internal consistency, all modules within each individual pathway follow a uniform structure. Each module will come with a lesson plan to support the training providers in delivery. These lesson plans will form the foundations of the Train the Trainer manual in Pathway 3.

All S4R training materials will be translated into local languages by designated trainers to ensure accuracy, cultural relevance, and accessibility, thereby enhancing participant comprehension and the curriculum's overall effectiveness.

2. Training Materials for each Pathway

2.1 Pathway 1

Pathway 1 comprises six distinct modules. The learning units and corresponding learning outcomes for each module are summarised in Table 2.1.

The training materials for each module will follow a standardised structure to ensure a consistent and coherent approach to content delivery. The materials developed for each module include the following components:

- **Module Booklet (PDF):** A comprehensive and detailed document outlining the full course content to be covered.
- **Teaching Guides/Lesson Plans (PDF):** Resources designed to support instructors in structuring and delivering the lessons effectively.
- **Module Slides (PPT):** Presentation materials intended to complement the module booklet and facilitate the delivery of key content during instruction.

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Table 2.1: Pathway 1 - New Entrants to Retail

Programme Learning Outcomes	Modules	Learning Units	Module Learning Outcomes
1.1 Display the architecture, coordination & delivery of the customer experience. 1.2 Display specialised knowledge in e-commerce fundamentals and strategies to enhance digital retail operations. 1.3. Demonstrate advanced knowledge of AI technologies and their application in enhancing retail efficiency, customer experience, and decision-making. 1.4. Demonstrate a comprehensive understanding of supply chains, including the ability to analyse, design, and improve supply chain operations through data-driven decision-making and effective change management strategies, while preparing for leadership roles 1.5. Demonstrate the ability to apply digital marketing strategies to enhance brand visibility and improve sales in the retail sector by utilising digital channels and analysing their effectiveness. 1.6 Critically analyse and evaluate the environmental impact of retail operations and develop and implement innovative, practical solutions to promote sustainability within the retail sector	**1.1 RETAIL CUSTOMER EXPERIENCE**	i) General considerations about customer experience ii) Sources of customer satisfaction, dissatisfaction, and uncertainty in retail iii) Persona profile iv) Multiple communication channels in retail v) Customer journey mapping vi) Customer analytics vii) Tools to assess and measure customers experience in retail viii) Design new and improved retail experiences for customers ix) Case studies and experiments	LO.1.1.i) Define and record customers' expectations LO.1.1..ii) Identify sources of customer satisfaction, dissatisfaction, and uncertainty in retail LO.1.1..iii) Describe persona profile LO.1.1. iv) Schedule and operate multiple communication channels in retail LO.1.1. v) Use customer journey mapping LO.1.1. vi) Use customer analytics LO.1.1. vii) Assess and measure customers experience in retail LO.1.1. viii) Design new and improved retail experiences for customers
	1.2. E-COMMERCE INTRODUCTION	i) Understanding e-commerce basics; ii) E-commerce business models; iii) Setting up an e-commerce platform; iv) Digital marketing for e-commerce; v) E-commerce payment systems; vi) Logistics and fulfilment in e-commerce; vii) Understanding customer behaviour in e-commerce; viii) Multi-channel retailing; ix) Ethical and legal considerations in e-commerce; x) Trends and future of e-commerce	LO.1.2.i) Define and explain the concept and types of e-commerce. LO.1.2.ii) Identify and evaluate different e-commerce business models. LO.1.2.iii) Design and set up a basic e-commerce platform. LO.1.2.iv) Develop and implement digital marketing strategies for e-commerce. LO.1.2.v) Understand and apply secure payment systems in e-commerce. LO.1.2.vi) Analyse and optimise logistics and fulfilment operations. LO.1.2.vii) Use analytics to optimise customer experiences in e-commerce.
	1.3 AI4RETAIL	i) Introduction to AI in retail; ii) Understanding consumer behaviour through AI; iii) AI-powered personalisation; iv) AI for operational efficiency in retail; v) Omnichannel strategies with AI; vi) Customer journey mapping enhanced by AI; vii) AI in customer experience analytics; viii) AI ethics and challenges in retail; ix) Designing AI-enhanced retail experiences; x) Case studies and practical experiments in AI for retail	LO.1.3.i) Define and explain the role of AI in retail. LO.1.3.ii) Identify sources of customer insights through AI tools. LO.1.3.iii) Describe the process of creating AI -driven customer profiles. LO.1.3.iv) Design and operate AI-enhanced omnichannel strategies. LO.1.3.v) Apply AI to improve customer journey mapping. LO.1.3.vi) Utilise AI for customer behaviour analytics and predictive insights. LO.1.3.vii) Assess and measure customer experience with AI tools.
	1.4 SUPPLY CHAIN FUNDAMENTALS	i) Introduction to Supply Chain Management; ii) Development Trends and Customer Orientation; iii) Supply Chain Operations; iv) Strategic Challenges in SCM; v) Current Trends in Global SCM; vi) Supply Chain Configuration; vii) Extent of Vertical Integration; viii) Case Studies and Practical Experiments in Supply Chain Management	LO. 1.4.i). Develop a comprehensive understanding of supply chains LO. 1.4.ii). Analyse and improve supply chain performance LO. 1.4.iii). Apply data analysis tools for logistical decision-making LO. 1.4.iv). Develop and implement efficiency plans LO. 1.4.v). Implement change management and improve processes LO. 1.4.vi). Maintain and manage logistics databases LO. 1.4.vii). Prepare for leadership roles in supply chain management
	1.5 DIGITAL MARKETING	i)Introduction to digital marketing; ii) Website essentials; iii) Search engine basics; iv) Social media fundamentals; v) Content marketing basics; vi) Email marketing essentials	LO.1.5.i) Define the core principles of digital marketing LO.1.5.ii) Understand the fundamental components of an effective website LO.1.5.iii) Identify basic techniques for improving website visibility through Seo LO.1.5.iv) Understand the role of social media platforms in digital marketing LO.1.5.v) Explain the principles of content marketing LO.1.5.vi) Understand the key components of an effective email marketing campaign
	1.6 INTRO TO SUSTAINABILITY IN RETAIL	i) Environmental impacts of retail operations, ii) Sustainability concepts and practices iii) Regulatory and standard requirements iv) Practical tools for environmental assessment v) Climate change and retail operations vi) Risks and opportunities in sustainability vi) Case studies of sustainability in retail	LO.6.i): Examine how retail operations affect the environment, including the use of natural resources, climate change, pollution, waste, and biodiversity loss. LO.6ii): Develop practical solutions and recommend best practices to address environmental challenges and improve sustainability in retail workplaces. LO.6.iii): Evaluate the responsibilities of retailers in meeting sustainability standards LO.6.iv): Analyse the strengths and weaknesses of measures taken at national, European, and global levels to address environmental issues in the retail sector. LO.6.v &vi): Assess the risks and opportunities of sustainable practices in retail LO.6.v): Analyse how sustainability issues relate to climate change in retail and develop strategies to reduce the environmental impact of retail operations. LO.6.vii): Conduct a basic environmental assessment of a retail workplace and suggest practical ways to improve sustainability. LO6.vii): Examine successful sustainability initiatives in retail, identifying key success factors, challenges, and lessons learned.

Module 1.1: Retail Customer Experience

Module Outline

This module explores the key elements that shape customer experience within the retail environment. Learners will examine the psychological, emotional, and practical drivers of customer satisfaction and dissatisfaction, and gain tools to assess and enhance retail experiences. The module combines theoretical frameworks with practical tools and real-world case studies to support learners in designing effective customer journeys.

Target Audience

This module is designed for individuals who are new to the retail sector, including those with no prior formal training in retail, newly appointed retail employees, and individuals seeking to deepen their understanding of retail practices or pursue a career within the industry.

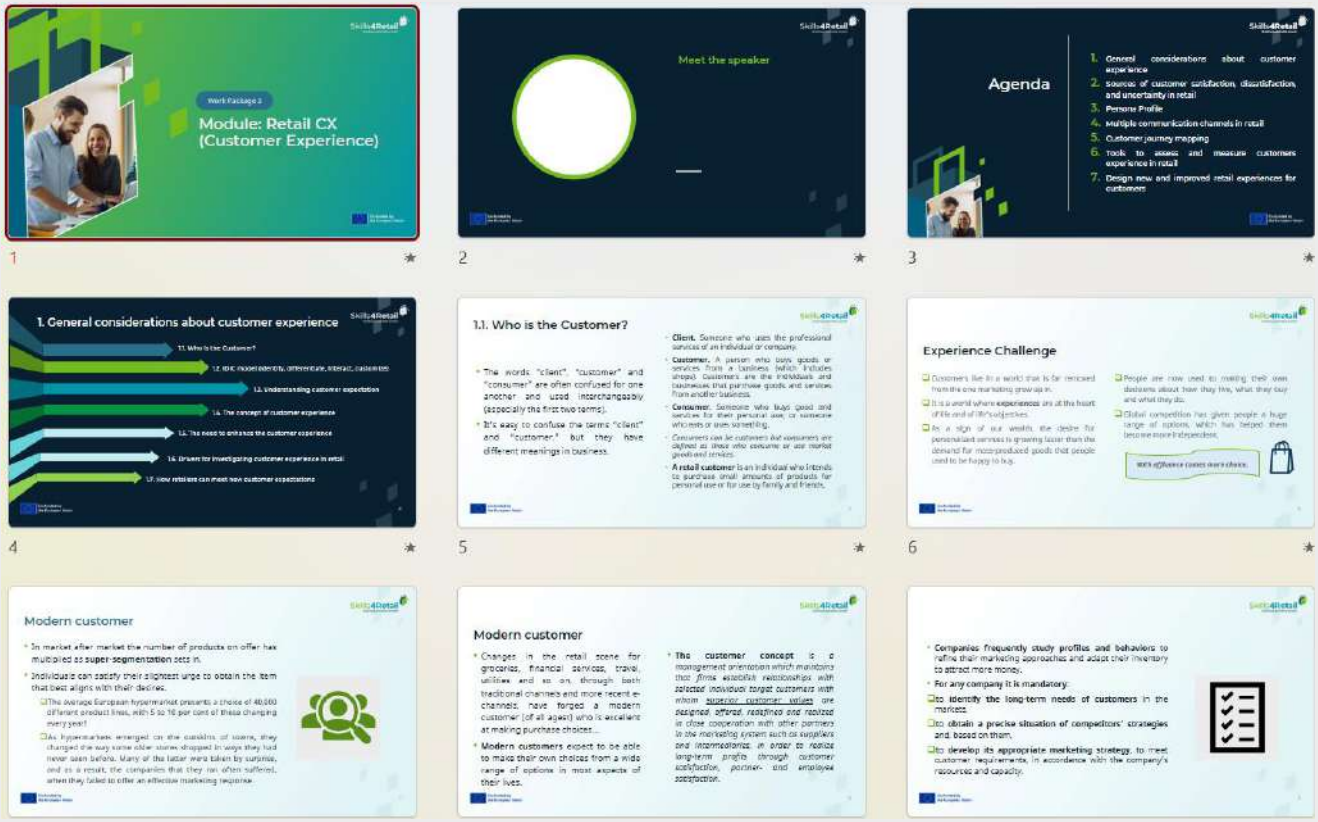
Module Objectives

To enable learners to:

- Explain the fundamental concepts and significance of customer experience in the retail context.
- Identify key factors that contribute to customer satisfaction, dissatisfaction, and uncertainty in retail environments.
- Develop and apply customer personas to enhance understanding of consumer needs and behaviours.
- Evaluate the role and effectiveness of various communication channels used in retail customer engagement.
- Construct and interpret customer journey maps to identify critical touchpoints and areas for improvement.
- Utilise basic customer analytics to inform decision-making and improve service delivery.
- Apply appropriate tools and techniques to assess and measure customer experience outcomes.
- Explore and critically reflect on real-world retail customer experiences through case studies and practical examples.

The instructional materials developed to support this module include a comprehensive module booklet (56 pages), a set of 124 presentation slides (see Figure 1.1), and a detailed teaching guide with an accompanying lesson plan.

Figure 2.1: Extracts from slides of the Retail Customer Experience Module



Module 1.2: Introduction to E-Commerce

Module Outline

This module introduces learners to the foundational principles and practical components of e-commerce within the retail sector. It explores how retail businesses establish and operate online platforms, from setting up digital storefronts to managing product sourcing, marketing, payment processing, logistics, and customer engagement. Through real-world examples, learners will gain a practical understanding of the end-to-end e-commerce process and how to optimise performance in a competitive digital environment.

Target Audience

This module is designed for individuals who are new to the retail sector, including those with no prior formal training in retail, newly appointed retail employees, and individuals seeking to deepen their understanding of retail practices or pursue a career within the industry. It would also be suitable for those interested in developing their understanding of e-commerce practices in the retail sector.

Module Objectives

To enable learners to:

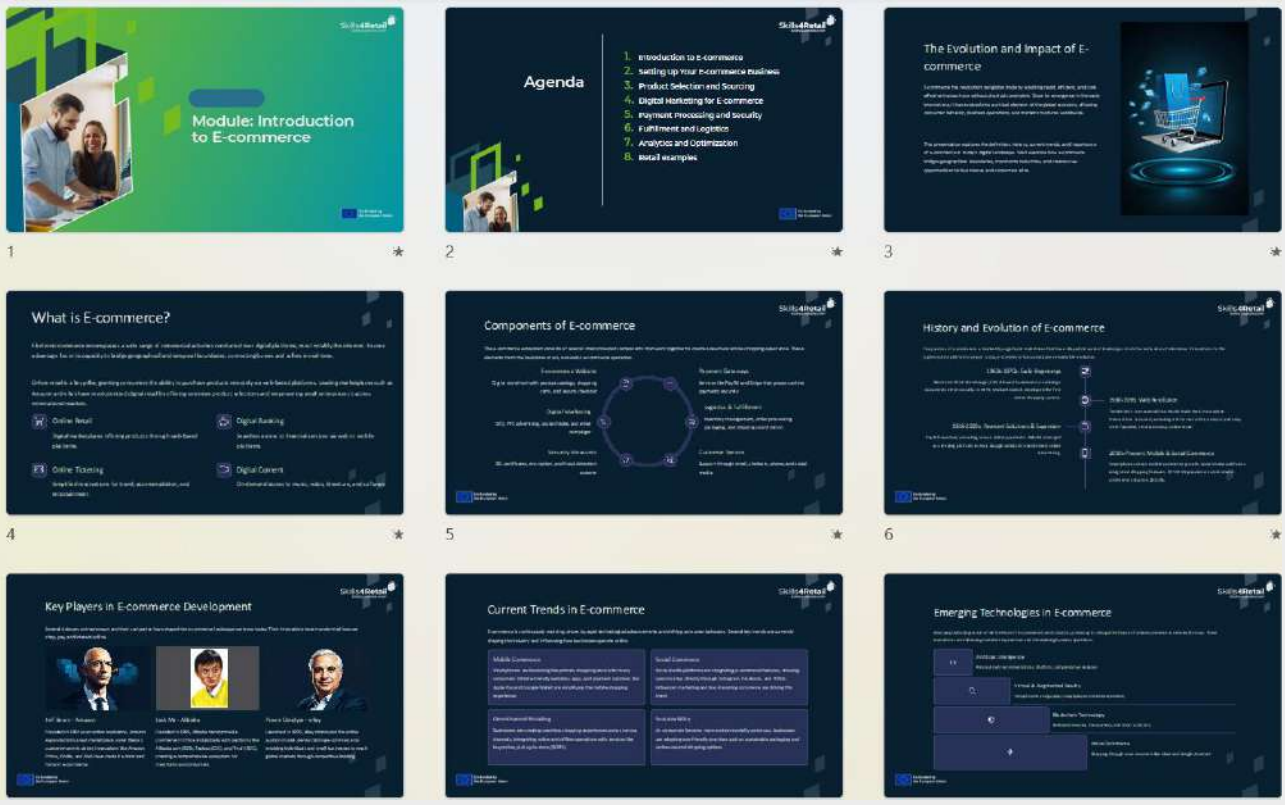
- Describe the fundamental principles and models of e-commerce within the retail sector.
- Outline the key steps involved in establishing and managing an e-commerce business.
- Identify effective approaches to product selection and sourcing for online retail.

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- Apply basic digital marketing techniques to attract and engage e-commerce customers.
- Demonstrate an understanding of secure payment processing and online transaction systems.
- Explain the role of fulfilment and logistics in delivering efficient e-commerce operations.
- Interpret basic e-commerce analytics to support performance monitoring and business decision-making.
- Evaluate real-world retail e-commerce examples to identify best practices and practical applications.

The instructional materials developed to support this module include a comprehensive module booklet (141 pages), a set of 54 presentation slides (see Figure 2.2), and a detailed teaching guide with an accompanying lesson plan.

Figure 2.2: Extracts from slides of the Introduction to E-commerce module



Module 1.3: AI4Retail

Module Outline

This module explores how artificial intelligence operates across contemporary retail, beginning with its foundational concepts, data pipelines, and decisioning patterns that connect customer signals to actions. Learners will examine how AI generates insights and builds customer profiles, and how these can be applied to design and operate effective omnichannel strategies. The module covers AI-enhanced customer journey mapping, customer behaviour analytics, and predictive insights to improve engagement. Ethical guardrails, including fairness, transparency, and consent, are

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addressed throughout. The module concludes with the design, testing, and evaluation of AI-driven retail experiences that achieve measurable gains in customer satisfaction and loyalty.

Target Audience

This module is designed for individuals who are new to the retail sector, including those with no prior formal training in retail, newly appointed retail employees, and individuals seeking to deepen their understanding of retail practices or pursue a career within the industry. It would also be suitable for those interested in developing their understanding of AI practices in the retail sector.

Module Objectives

By the end of this module, learners will be able to:

- Generate and interpret customer insights using AI tools and create validated AI-driven customer profiles.
- Design and manage omnichannel retail strategies that align content, touchpoints and experiences across digital and physical channels.
- Apply AI to customer journey mapping to detect friction points, optimise interactions and enhance key moments that matter.
- Use AI-driven customer experience analytics to measure performance, predict behaviours and guide continuous improvement.
- Embed ethical guardrails, including fairness, transparency and consent, into all stages of AI system design, operation and evaluation to drive measurable gains in engagement and satisfaction.

Figure 2.3: Extracts from slides of the AI4Retail module



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Module 1.4: Retail Supply Chain Management

Module Outline

This module provides learners with a comprehensive introduction to supply chain management (SCM) in the context of retail. It explores the structure, operations, and strategic considerations of retail supply chains, highlighting both foundational concepts and contemporary global trends. Learners will examine the role of customer orientation, supply chain configuration, and vertical integration in driving efficiency and competitiveness. Through case studies and practical exercises, learners will also develop applied knowledge of real-world supply chain challenges and innovations.

Target Audience

This module is designed for individuals who are new to the retail sector, including those with no prior formal training in retail, newly appointed retail employees, and individuals seeking to deepen their understanding of retail practices or pursue a career within the industry. It would also be suitable for those interested in developing their understanding of supply chain management practices in the retail sector.

Module Objectives

This module aims to equip participants with the strategic knowledge and practical skills required to design, manage, and optimise supply chains in dynamic retail environments. Through a structured exploration of:

- Global operations
- Supply chain design
- Performance metrics
- Technological enablers

Learners will gain the ability to analyse end-to-end logistics systems, improve operational efficiency, and align supply chain configurations with evolving customer demands and sustainability goals.

- The course also prepares participants to lead supply chain transformation initiatives, leveraging data-driven tools and change management practices within the context of European retail organisations.

The instructional materials developed to support this module include a comprehensive module booklet (147 pages), a set of 100 presentation slides (see Figure 2.4), and a detailed teaching guide with an accompanying lesson plan.

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Figure 2.4: Extracts from slides of the Retail Supply Chain Management module



Module 1.5: Digital Marketing

Module Outline

This module offers an in-depth exploration of digital marketing strategies tailored specifically to the retail environment. It provides learners with the theoretical foundations and practical skills necessary to design, manage, and evaluate digital marketing activities that drive customer engagement and brand performance. Through the critical examination of channels such as social media, content platforms, email marketing, and search engines, students will learn how to develop consistent, personalised, and data-driven digital experiences. The module also emphasises platform selection, campaign design, analytics, and strategic integration across the customer journey.

Target Audience

This module is designed for individuals who are new to the retail sector, including those with no prior formal training in retail, newly appointed retail employees, and individuals seeking to deepen their understanding of retail practices or pursue a career within the industry. It would also be suitable for those interested in developing their understanding of digital marketing practices in the retail sector.

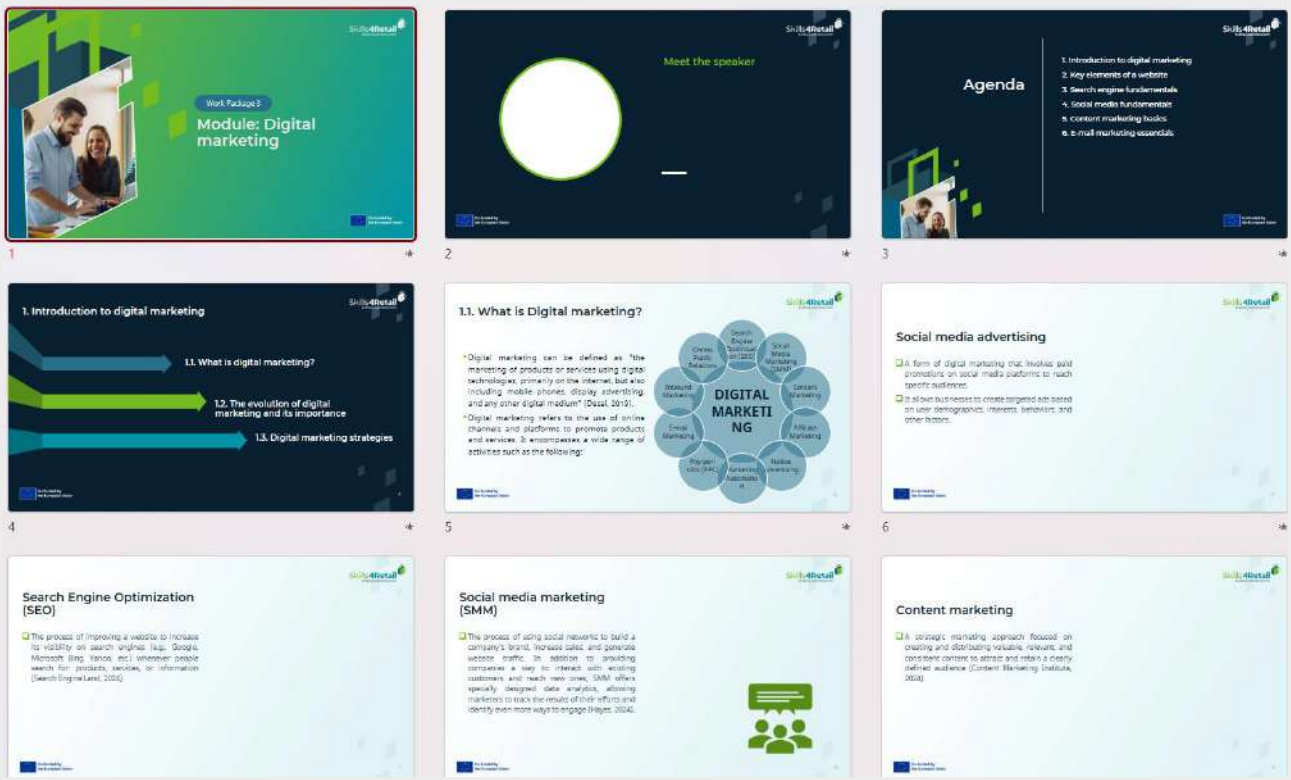
Module Objectives

By the end of this module, learners will be able to:

- Demonstrate a comprehensive understanding of the digital marketing ecosystem in retail, including the structure, purpose and integration of key channels such as social media, email marketing, content platforms and search engines
- Design and implement coordinated digital marketing strategies that deliver consistent, personalised and engaging customer experiences across digital platforms
- Evaluate the effectiveness of digital marketing campaigns using appropriate tools, metrics, and performance analysis techniques to inform continuous improvement in retail marketing practices.

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Figure 2.5: Extracts from slides of the Digital Marketing module



Module 1.6: Introduction to Sustainability in Retail

Module Outline

This module provides a foundational understanding of sustainability principles and their application

Target Audience

Module Objectives

- To empower learners to actively participate in sustainable practices, reduce waste, and enhance environmental stewardship in retail settings.

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- To foster a mindset of responsibility towards sustainability, ensuring that learners are prepared to drive positive change both individually and within their teams.

The instructional materials developed to support this module include a comprehensive module booklet (58 pages), a set of 227 presentation slides (see Figure 2.6), and a detailed teaching guide with an accompanying lesson plan.

Figure 2.6: Extracts from slides of the Introduction to Sustainability in Retail module



2.2 Pathway 2

Pathway 2 comprises 4 distinct modules. The learning units and corresponding learning outcomes for each module are summarised in Table 2.2.

The training materials for each module will follow a standardised structure to ensure a consistent and coherent approach to content delivery. To reflect the progression in learning level (compared to Pathway 1), each module is structured around a series of distinct workshops, each of which is aligned with the specific learning units outlined in table 2.2. Accordingly, the course materials prepared for each module includes the following to facilitate delivery of those workshops:

- An "About the Module & Assessment" folder, which contains:
    - A comprehensive module introduction and overview document

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- The lesson plan / teaching guide
- The assessment

- Individual workshop folders, each containing materials relevant to a specific workshop within the module.
  - Module Slides (PPT): Presentation materials intended to complement the module booklet and facilitate the delivery of key content during instruction.
  - Where applicable:
    - Case studies documents: These documents present a real-world scenario relevant to the module content. It is used to encourage analysis, critical thinking, and application of theoretical concepts to practical situations within the retail context.
    - Workshop Activity / Exercise documents: These are structured learning tools designed to guide learners through key tasks, discussions, and reflections during workshop sessions. They support active engagement with the course content by providing prompts, case scenarios, exercises, and space for individual or group responses. These documents align with the module's learning outcomes and serve to reinforce theoretical concepts through practical application and critical thinking.

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Table 2.2 Pathway 2: Retail Managers

Programme Learning Outcomes	Modules	Learning Units	Module Learning Outcomes
1. Display specialised knowledge in key retail management areas. 2. Demonstrate understanding of established business management frameworks and theories. 3. Demonstrate and apply specialised people management skills required in the modern retail environment. 4. Demonstrate good judgement in formulating responses to well-defined people management in retail challenges. 5. Display an ability to apply theoretical concepts and/or technical or creative skills to a range of managing people contexts. 6. Demonstrate accountability for managing own performance whilst participating in a team as well as responsibility for managing and improving performance of others under your supervision. 7. Display appropriate competence and skills to set, achieve and evaluate own learning goals and assist others in identifying their learning needs. 8. Recognise and evaluate the key stakeholders' assumptions and diverse points of view in a modern retail environment and demonstrate the ability to recognise environmental and ethical issues. visibility and improve sales in the retail sector by utilising digital channels and analysing their effectiveness.	**2.1 RETAIL WORKFORCE MANAGEMENT**	i) Changing world of work, ii) Managing change in retail iii) Recruitment, selection and onboarding in retail, iv) Managing-self and team, v) Employee motivation in retail vi) Conflict management vii) Time management	LO.2.1.i & ii) evaluate ongoing change in the retail industry, identifying opportunities and challenges faced by retail managers and select strategies to improve the store and staff presence. LO.2.1.iii) discuss the key stages and procedures in the recruitment, selection, and onboarding of retail employees. LO.2.1.iv) demonstrate accountability for managing own performance as well as managing the performance of team. LO.2.1.v) demonstrate an understanding of how theories and best practices of employee motivation can be implemented in the workplace. LO.2.1.vi) assess the skills required for conflict management and resolution in the workplace. LO.2.1.vii) demonstrate the importance of time management and how it impacts on the role of the retail manager.
	2.2. LEADING WITH INTEGRITY	i) Integrity in leadership, ii) EDI iii) Ethical leadership iv) ESG v) Circular economy vi) Accountability & responsibility	LO.2.2.i & vi) discuss the importance and components of integrity in leadership. LO.2.2.ii) demonstrate an appreciation for the importance of equality, diversity & inclusion (EDI) in the modern retail environment. LO.2.2.iii) discuss key ethical issues and dilemmas facing retail leaders. LO.2.2.iv) employ effective environmental, social, and governance practices and initiatives to enhance the organisation's reputation. LO.2.2.vi) describe the features of the circular economy and its impact on the retail sector.
	2.3. COACHING, MENTORING & PERFORMANCE MGMT	i) Communication skills ii) Managing performance iii) Importance of coaching & mentoring iv) Techniques & frameworks v) importance of emotional intelligence	LO.2.3.i) demonstrate effective communication skills when providing coaching and mentoring support. LO.2.3.ii) identify the integral components of performance management and discuss the critical role of the retail manager within the performance management process. LO.2.3.iii) demonstrate an awareness of the importance of coaching and mentoring in achieving organisational goals. LO.2.3.iv) discuss the techniques, and frameworks associated with coaching and mentoring. LO.2.3.v) demonstrate the key skills required for effective coaching and mentoring.
	2.4 LEADERSHIP IN THE EXPERIENCE ECONOMY	i) Introduction to leadership ii) The experience economy iii) Knowing your audience iv) 6 pillars of customer experience excellence v) Employee experience vi) EE technologies	LO. 2.4.i) Discuss the key theories and frameworks associated with leadership. LO. 2.4.ii) Describe the key fundamentals of what we mean by the experience economy, LO. 2.4.iii & iv) Examine the key pillars associated with customer experience, integrating diagnostics which best measure standards of customer experience as a key element of improvement. LO. 2.4.v) Describe the importance and elements of the employee experience. LO. 2.4.vi) Review emerging technologies employed by organisations to improve customer and employee experiences.
	2.5 AIRRETAIL	i) Introduction to AI in retail; ii) Understanding consumer behaviour through AI; iii) AI-powered personalization; iv) AI for operational efficiency in retail; v) omnichannel strategies with AI; vi) Customer journey mapping enhanced by AI; vii) AI in customer experience analytics; viii) AI ethics and challenges in retail; ix) Designing AI-enhanced retail experiences; x) Case studies and practical experiments in AI for retail	LO.1.3.i) Define and explain the role of AI in retail. LO.1.3.ii) Identify sources of customer insights through AI tools. LO.1.3.iii) Describe the process of creating AI -driven customer profiles. LO.1.3.iv) Design and operate AI-enhanced omnichannel strategies. LO.1.3.v) Apply AI to improve customer journey mapping. LO.1.3.vi) Utilise AI for customer behaviour analytics and predictive insights. LO.1.3.vii) Assess and measure customer experience with AI tools.

Module 2.1: Retail Workforce Management

Module Outline

The Retail Workforce Management module will introduce the learner to the changing world of retail

Target Audience

This module is designed for retail managers or aspiring retail managers

Module Objectives

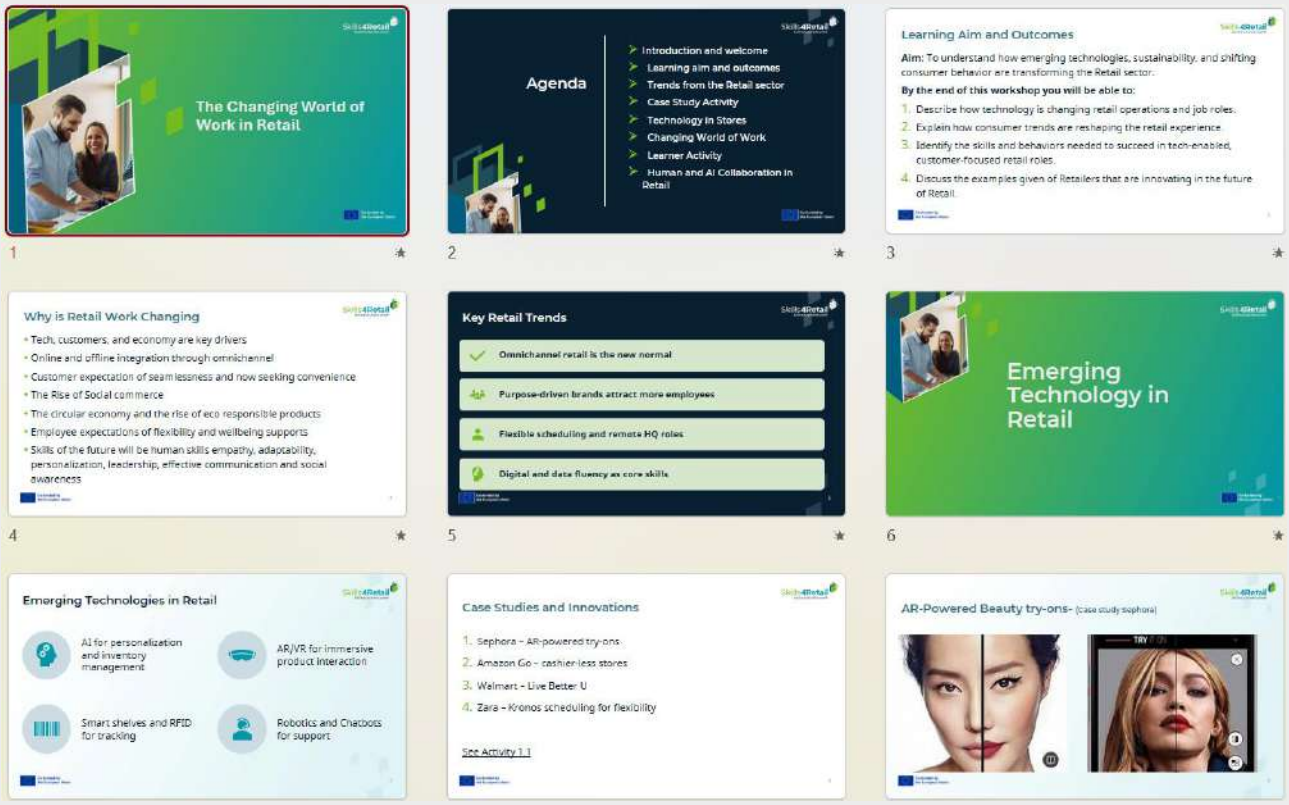
By the end of this module, learners will be able to:

- Explain how shifts in the retail environment influence workforce management practices.
- Describe the principles and challenges of managing organisational change in a retail context.
- Identify and apply effective processes for recruitment, selection, and onboarding in retail organisations.
- Demonstrate strategies for managing oneself and leading retail teams effectively.
- Evaluate methods to motivate employees and enhance engagement in the retail sector.
- Recognise common causes of workplace conflict and apply techniques for its constructive management.
- Apply time management tools and planning techniques relevant to retail operations.

The instructional materials developed to support this module include

- 8 Workshop Exercise / Activity sheets
- 8 Case study documents
- 7 sets of presentation slides to support delivery of 7 workshops, ranging from approximately 30 – 60 slides per presentation (see example in Figure 2.7),
- An assessment document and
- A detailed teaching guide / lesson plan.

Figure 2.7: Extracts from slides of the Retail Workforce Management module



Module 2.2: Leading with Integrity

Module Outline

The leading with integrity module introduces the learners to the importance and concepts of integrity

Target Audience

This module is designed for retail managers or aspiring retail managers

Module Objectives

By the end of this module, learners will be able to:

- Explain the role and significance of integrity in effective retail leadership.
- Recognise the importance of promoting Equality, Diversity, and Inclusion (EDI) within retail teams and organisations.

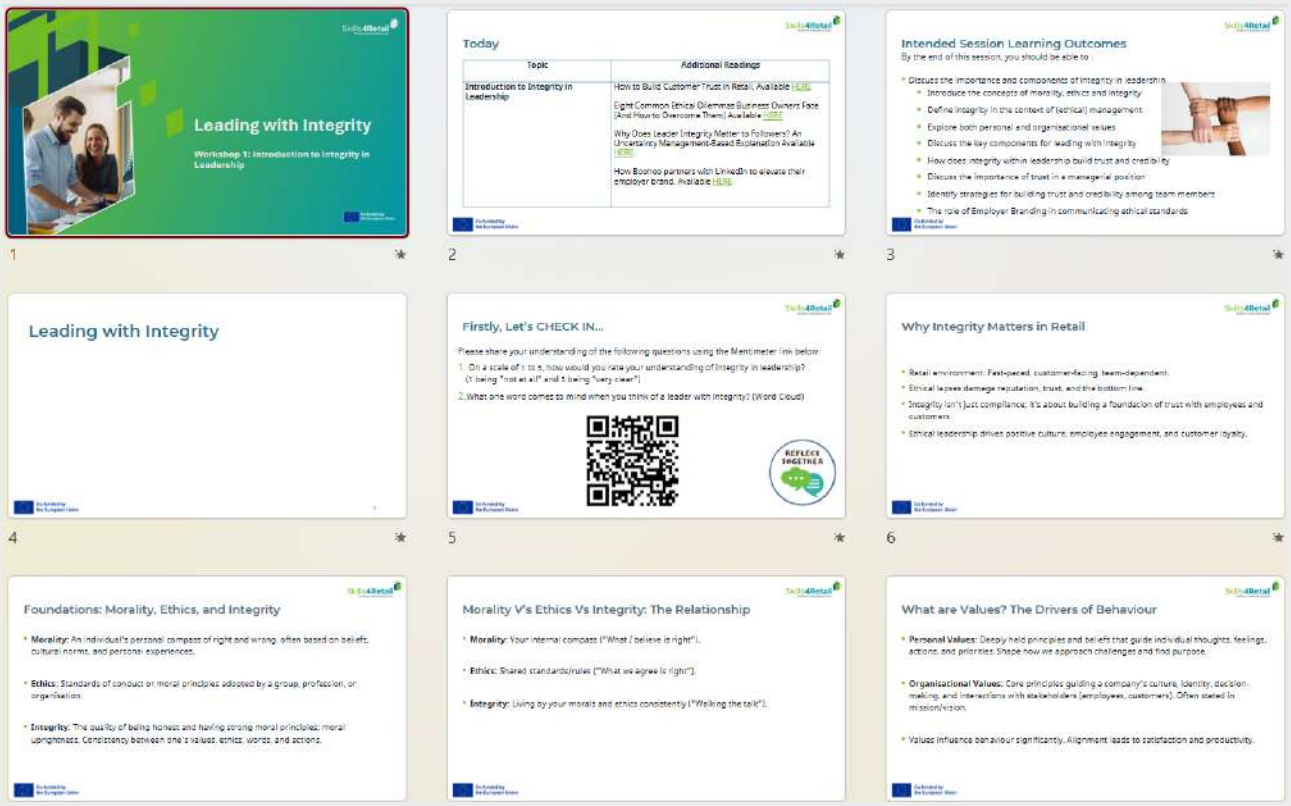
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- Identify and analyse ethical issues and dilemmas commonly encountered by retail leaders.
- Apply Environmental, Social, and Governance (ESG) principles to support ethical and responsible business practices.
- Describe the concept of the circular economy and its implications for sustainable leadership in the retail sector.

The instructional materials developed to support this module include

- 12 Workshop Exercise / Activity sheets.
- 6 sets of presentation slides to support delivery of 7 workshops, ranging from approximately 30 – 60 slides per presentation (see example in Figure 2.8),
- An assessment document and
- A detailed teaching guide / lesson plan.

Figure 2.8: Extracts from slides of the Leading with Integrity module



Module 2.3: Coaching, Mentoring & Performance Management

Module Outline

This module equips learners with the knowledge, skills, and reflective practices required to effectively coach, mentor, and manage performance within a retail environment. It explores the evolving role of

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Target Audience

This module is designed for retail managers or aspiring retail managers

Module Objectives

By the end of this module, learners will be able to:

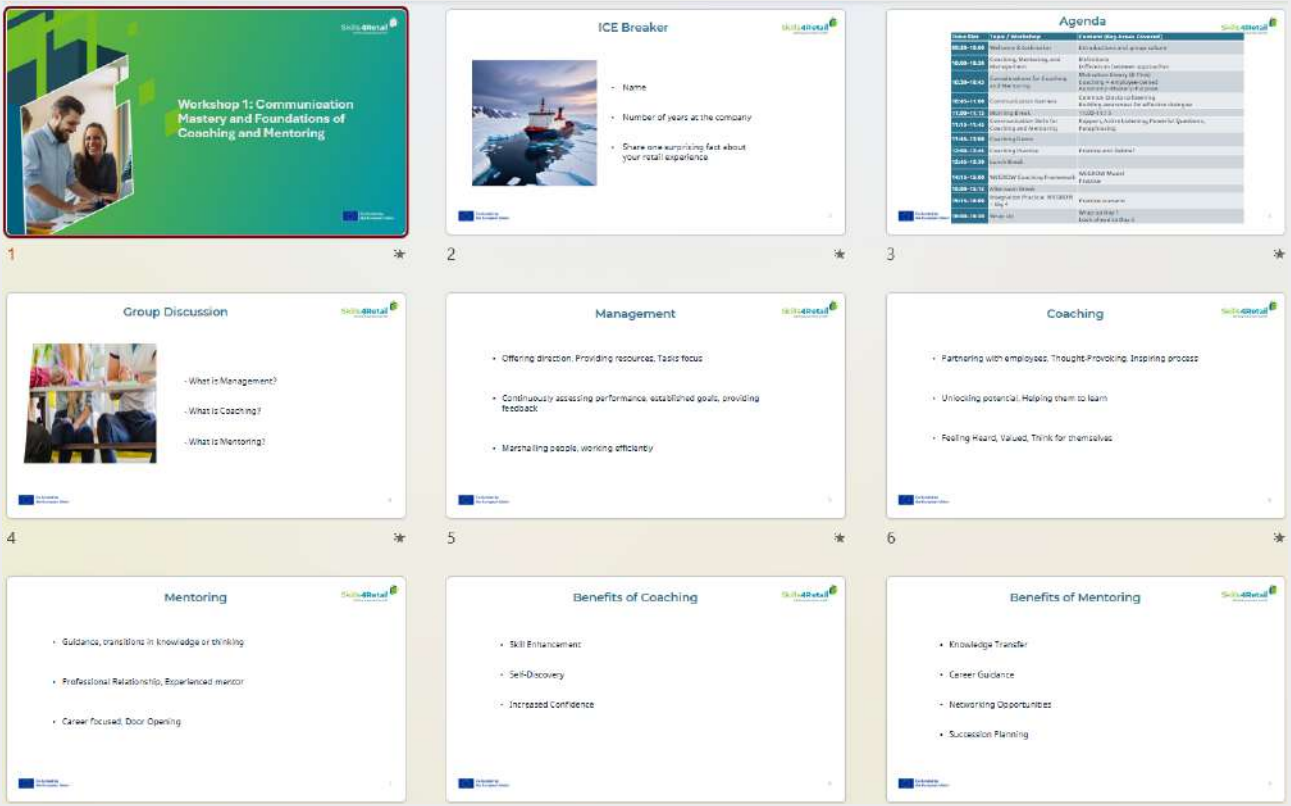
- Distinguish between the roles of manager, coach, and mentor in a retail context.
- Apply foundational coaching and mentoring mindsets and communication techniques.
- Utilise the WEGROW coaching model to structure and guide developmental conversations.
- Interpret emotional intelligence data to inform leadership and coaching approaches.
- Implement performance management processes that support continuous improvement and employee engagement.
- Conduct effective feedback and performance conversations using recognised models.
- Recognise the strategic value of coaching, mentoring, and succession planning in building high-performing retail teams.

The instructional materials developed to support this module include

- A comprehensive module workbook (30 pages),
- 6 sets of presentation slides to support delivery of 6 workshops, ranging from approximately 30 – 60 slides per presentation (see example in Figure 2.9),
- An assessment document and
- A detailed teaching guide / lesson plan.

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Figure 2.9: Extracts from slides of the Coaching, Mentoring & Performance Management module



Module 2.4: Leadership in the Experience Economy

Module Outline

This module explores the intersection of leadership, customer experience, and employee

Target Audience

This module is designed for retail managers or aspiring retail managers

Module Objectives

By the end of this module, learners will be able to:

- Develop a critical understanding of key leadership theories and frameworks and evaluate their relevance and application within the dynamic retail sector.
- Explore the concept of the experience economy, tracing its evolution and examining its impact on consumer expectations and business strategies in modern retail.

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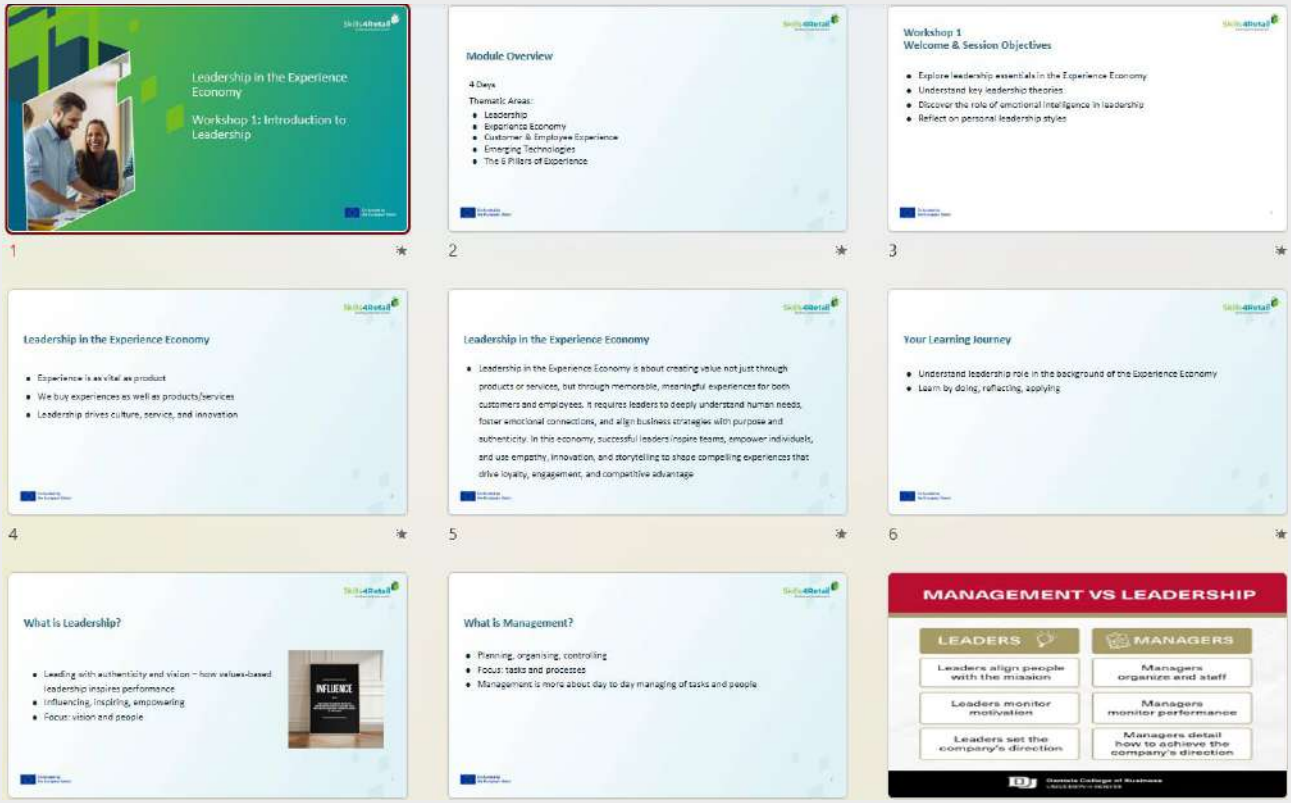
- Identify and analyse the key pillars of customer experience, such as emotional connection, consistency, and convenience, and learn how to apply appropriate diagnostic tools to measure and improve experience delivery.
- Understand the relationship between employee experience, internal customer service, and organisational culture, and how leadership influences these areas to drive performance and customer satisfaction.
- Investigate how emerging technologies—including artificial intelligence, data analytics, and digital platforms—are used by retail organisations to enhance and personalise both the customer and employee experience.
- Apply learned concepts through real-world case studies and strategic evaluation, enabling students to propose informed improvements to experience-led leadership practices in the retail context.

The instructional materials developed to support this module include

- 5 Workshop Exercise / Activity sheets.
- 4 Case study documents.
- 6 sets of presentation slides to support delivery of 6 workshops, ranging from approximately 46– 58 slides per presentation (see example in Figure 2.10),
- An assessment document and
- A detailed teaching guide / lesson plan.

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Figure 2.10: Extracts from slides of the Leadership in the Experience Economy module



2.3 Pathway 3

Pathway 3 will be focused on the Train the Trainer component of the Skills4Retail curricula; the details of which will be delineated in full in D3.6

2.4 Video Materials

In addition to the online lessons outlined in Section 3, Skills4Retail has developed a collection of video materials serving a dual purpose:

1. **Module Introduction:** These videos are designed to introduce each module, leveraging the proven effectiveness of multimedia in enhancing learner engagement. By providing a clear overview of the module's learning objectives and structure, the videos aim to support contemporary learning preferences and improve comprehension from the outset. Training providers are encouraged to use the videos as recommended pre-course viewing to familiarise learners with the module content and learning objectives prior to course commencement.
2. **Promotional Use:** The videos also serve as promotional tools during enrolment periods, offering prospective learners' insight into the relevance and value of the module content, thereby supporting informed decision-making.

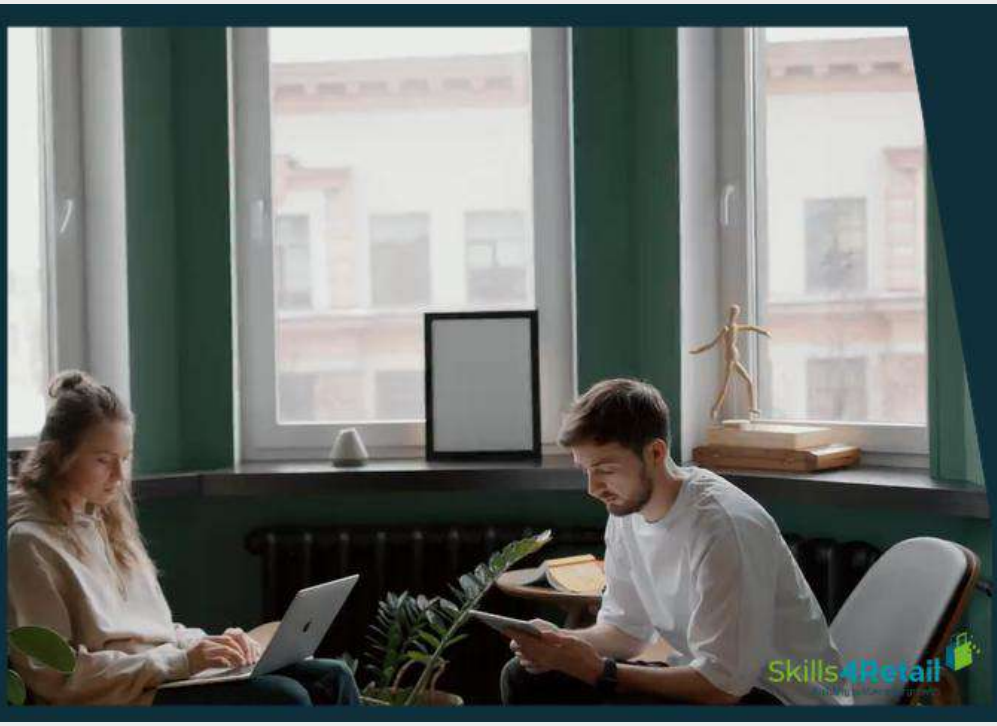
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Figure 2.11. Screenshots of scene cuts from the video for Retail Customer Experience module





Agenda



01
Customer Expectations

02
Understand the Customer

03
Simplify Decision Making

Build detailed customer personas



Map customer journeys



Utilise customer analytics



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3. Delivery Methodologies & Module Duration

Table 3.1 outlines the approach the training partners within the consortium will adopt to pilot the training. However, it is recognised that VET providers may require the need to bespoke delivery methodologies to meet the needs of their learners locally. To accommodate this, the curriculum framework and course materials have been developed to facilitate a flexible and adaptable approach to delivery.

Table 3.1: Delivery methodologies

Retail Customer Experience
This module will involve 2 days (12 hours) of classroom learning and 2 days (12 hours) of live online learning. This will be supported by independent learning.
E-Commerce Introduction
This module will involve 4 days (24 hours) of classroom learning or live online learning. This will be supported by independent learning.
AI4Retail
This module will involve 2 days (12 hours) of classroom learning and 2 days (12 hours) of live online learning. This will be supported by independent learning.

Supply Chain Management

This module will involve 2 days (12 hours) of classroom learning and 2 days (12 hours) of live online learning. This will be supported by independent learning.

Digital Marketing

This module will involve 4 days (24 hours) of classroom learning or live online learning. This will be supported by independent learning.

Introduction to Sustainability in retail

This module is delivered through a blend of interactive workshops, with a focus on practical applications and real-world industry examples related to sustainability in retail operations. Learners will have the opportunity to engage in peer-to-peer learning and gain hands-on experience with sustainability practices in retail environments.

Retail Workforce Management

This module will involve 2 days (12 hours) of classroom learning and 2 days (12 hours) of live online learning. This will be supported by workplace and independent learning.

Leading with Integrity

This module will involve 2 days (12 hours) of classroom learning and 2 days (12 hours) of live online learning. This will be supported by workplace and independent learning.

Coaching, Mentoring & Performance Management

This module will involve 2 days (12 hours) of classroom learning and 2 days (12 hours) of live online learning. This will be supported by workplace and independent learning.

Leadership in the Experience Economy

This module will involve 2 days (12 hours) of classroom learning and 2 days (12 hours) of live online learning. This will be supported by workplace and independent learning.

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4. Quality Assurance for Course Materials

A rigorous quality assurance methodology was implemented to review the course materials developed for the new Skills4Retail curriculum. A dual-layered approach, combined academic and industry perspectives to ensure both educational integrity and real-world relevance:

- The academic review was conducted by the team of academics within the consortium (from the University of Bucharest) who assessed the content for pedagogical soundness, clarity, and alignment with learning outcomes.
- Simultaneously, an industry review was carried out in collaboration with the Retail Ireland Skillnet Business Network, whose members evaluated the materials for practicality, applicability, and alignment with current retail sector needs.

This integrated review process ensured that the curriculum met high academic standards while remaining responsive to the evolving demands of the retail industry.

5. Conclusion

This deliverable marks the successful development of comprehensive course materials that support the Skills4Retail (S4R) VET curriculum, bridging the gap between strategic curriculum design and practical, on-the-ground learning delivery. Building on the modular structure and learning outcomes established in D3.1, Task 3.3 focused on translating curriculum intent into high-quality instructional content for learners and training providers alike.

Across Pathways 1 and 2, a full suite of learning resources has been developed, including detailed module booklets, structured teaching guides, slide decks, case studies and workshop activities, ensuring that content is accessible, pedagogically sound, and aligned with real-world retail contexts. Each module is carefully structured to reflect the learning needs of its intended audience, from new entrants in retail to experienced or aspiring managers. The materials are also designed to support a range of delivery formats, including classroom, online, and blended approaches, thereby enabling VET providers to adapt implementation according to local needs and learner preferences.

Importantly, these course materials go beyond theoretical instruction. They are practical, applied, and interactive, equipping both learners and trainers with the tools needed to engage meaningfully with topics ranging from customer experience and AI to sustainability and leadership.

The dual-layered academic and industry review process has ensured that the course materials are both educationally robust and sector-relevant. As such, they represent a critical step in operationalising the S4R curriculum, enabling its vision to be realised in real training settings and contributing meaningfully to the upskilling and reskilling of the European retail workforce.

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Quality Assurance Review

Work Package No/Name	WP3
Deliverable Name	D3.3- VET Training Programmes, training materials and delivery methods
Partner involvement	Skillnet Ireland
Submission Deadline (As per Annual Work Plan)	**14.08.2025**

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	**Donal Grimes**				
Submission Date	**14/08/2025**				



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