

Skills4Retail
Building sustainable growth

4 x training programmes to address urgent needs of the retail sector

Deliverable 4.1

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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.

Work Package 4 of the Skills4Retail project is designed to respond to the urgent and emerging skills needs in the retail sector, ensuring that the workforce is equipped to meet the demands of the Triple Transition (Green, Digital, and Resilience) and the challenges presented by the Covid-19 pandemic. The objectives of this work package are to:

- Create and deliver a reactive VET training programme aimed at addressing the urgent skills needs within the retail sector that have emerged as a result of the Covid-19 pandemic and the digital and green transitions. This programme focuses on providing rapid upskilling and reskilling opportunities to meet the immediate demands of the sector.
- Test and refine a VET training programme designed to address the emerging skills needs of the retail sector in the medium and long term. By focusing on the future of work in retail, this objective aims to prepare the workforce for the growing demand for highly skilled jobs that are crucial for achieving the Triple Transition and ensuring sustainable business practices in the industry.
- Maintain and develop sustained engagement between training providers and labour market stakeholders across the retail sector. This objective aims to create a collaborative environment for continuous feedback, enabling the progressive roll-out of VET training programmes throughout Europe. It will establish feedback loops that will allow the strategy to be iterated and improved, ensuring that the training programmes remain aligned with the evolving needs of the sector.

Rationale/scope of deliverable

Deliverable D4.1 is designed to provide a comprehensive summary of the development and successful completion of four urgent training programmes delivered in Hungary, Ireland, Romania, and Austria as part of the Skills4Retail project. This deliverable captures the outputs of these training programmes, including:

- A detailed description of the training programmes deployed in each country, including their objectives, content, and structure.
- The course materials developed and delivered as part of these programmes, which are also made available on the project's website as open resources for wider dissemination.

This document will highlight the upskilling and reskilling efforts undertaken in the first year of the project to address the urgent skills gaps within the retail sector. The focus is on the immediate needs brought about by the Covid-19 pandemic and the ongoing digital and green transitions in the industry.

This deliverable aims to showcase the successful collaboration between industry stakeholders, educational providers, and retail employees, and demonstrate how the training programmes have contributed to bridging critical skills gaps in the retail sector.

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

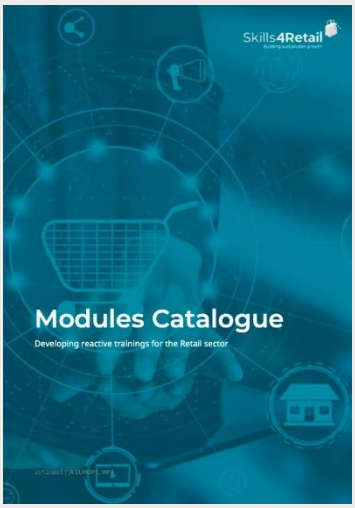
No	Associated Partner	Acronym	Country
1	Intel Technology Poland Spółka z ograniczoną odpowiedzialnością	INTEL Poland	Poland
2	JMH, SGPS, S.A.	JerónimoMartins	Portugal
3	EuroCommerce	EuroCommerce	Belgium
4	SPAR Österreichische Warenhandels AG	SPAR	Austria
5	Svaz obchodu a cestovního ruchu České republiky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

* joined as Associated Partner on Oct. 30th 2023

Reactive Training Programme: Design, Selection, and Rollout

The **Skills4Retail (S4R)** project is a European-funded initiative focused on fast-tracking the retail sector's transition towards **Green, Digital, and Resilience goals**–collectively known as the "Triple Transition". By equipping retail professionals with the necessary skills, the project aims to support retailers in embracing e-commerce while ensuring that new business models are sustainable from their inception. The cornerstone of the S4R project is the development of a **Retail Skills Strategy and VET Training Programme** that addresses urgent and emerging skills needs across the retail industry, creating long-term solutions through education and training.

Upon being awarded the European programme, **JA Europe** took the lead in collaborating with consortium members to deliver **Objective 11**: Creating and implementing a **reactive VET training programme** that addresses the retail sector's **urgent skill gaps** following the COVID-19 pandemic and the demands of the green and digital transitions.



Initially, over 20 courses were proposed for upskilling and reskilling purposes. To ensure these modules were relevant and impactful for **existing retail employees**, the WP4 team conducted **focus groups** with established retailers and professionals in Austria, Ireland, Romania, and Hungary. To better facilitate this process, JA Europe created catalogues that included descriptions of all these modules.

Participants assessed and prioritised these modules based on their relevance and urgency. Following a series of consultations and evaluations, **six courses** were identified as the most critical for addressing immediate skills gaps:

- **Digital Marketing Essentials**
- **Human Skills**
- **E-Commerce Essentials**
- **Green Skills**
- **Resilient Retailing**
- **Digital Skills for Retail**

To ensure the rapid rollout of these **reactive trainings**, JA Europe and its partners utilised existing course materials (owned by the partners) rather than designing new curricula. This approach allowed for the timely delivery of **short, focused modules** aimed at addressing specific, time-sensitive challenges such as the aftermath of the COVID-19 pandemic and the accelerated pace of technological advancements.

A robust collaboration framework was established with the implementing partners:

Partner	Country	Courses Delivered
University of Bucharest	Romania	E-Commerce Essentials, Human Skills, Digital Marketing Essentials
SSCNK (Economic College)	Romania	Green Skills for Retail, Resilient Retailing
Szent György Technikum	Hungary	Digital Skills for Retail, Digital Marketing Essentials, E-Commerce Essentials, Resilient Retailing, Human Skills
20FIFTY	Ireland	Green Skills for Retail
Retail Ireland Skillnet	Ireland	Human Skills
WKO	Austria	Digital Skills for Retail, Resilient Retailing

In the meantime, JA Europe worked closely with these partners to gather all the necessary **learning outcomes** and **modules** for each course. This effort aimed to ensure the development of the **Reactive Training Syllabus** and its upload into the website, making it accessible to a broader audience (both in Eglish and national language). A **designated internal page** was created to accommodate all relevant information regarding the reactive trainings, serving as a comprehensive and centralised resource.









Simultaneously, outreach efforts were initiated to engage both companies and individuals interested in participating in these reactive trainings.

By **October**, the training programmes were launched across these four countries. The response has been overwhelmingly positive, with almost **600 retail professionals**, from more than 10 companies participating in the reactive trainings to date. These sessions have equipped participants with the essential tools and knowledge to meet the demands of a rapidly evolving retail landscape.

- **Romania**:
  - Digital Marketing: 41 participants
  - E-commerce: 61 participants
  - Green Skills: 22 participants
  - Human Skills: 51 participants
  - Resilient Retailing: 18 participants

TOTAL: 193 participants

All courses were delivered by the University of Bucharest and the Economic College Nicolae Kretzulescu.

- **Hungary**:
  - Digital Marketing: 34 participants
  - Digital Skills: 23 participants
  - E-commerce: 44 participants
  - Human Skills: 37participants
  - Resilient Retailing: 6 participants

TOTAL: 144 participants

All courses were delivered by Szent György Hang- és Filmművészeti Technikum.

- **Ireland**:
  - Human Skills (A New Era - Retail Customer Experience and Selling in the Current Retail World): 199 participants

Delivered by Retail Ireland Skillnet.

  - Green Skills: 6 participants

Delivered by 20FIFTY Partners

- **Austria**
  - Digital Skills: 23 participants
  - Resilient Retailing: 26 participants

Delivered by WKO. The courses in **Austria** are expected to be completed shortly.

Overview of the Training Programmes

The **Reactive Training Programme** offers specially designed short-term courses that focus on addressing immediate skill requirements in key areas essential for the modern retail sector. These courses aim to enhance competencies and ensure that both new and existing retail staff are equipped to meet the challenges of the industry, particularly in response to the **Covid-19 pandemic** and the ongoing **digital** and **green transitions**.

The four training programmes were deployed across **Austria**, **Hungary**, **Ireland**, and **Romania**, covering the following key areas:

- **Green Transition**
- **Digital Transformation**
- **Resilience**

Course Topics Include:

- Resilient Retailing
- Digital Skills for Retail
- Human Skills
- Digital Marketing Essentials
- Green Skills for Retail
- eCommerce Essentials

The programmes were delivered in collaboration with local educational providers in each country, ensuring that the training content was **relevant** and **aligned** with the specific needs of the retail sector in each region.

Countries and Educational Providers Involved:

- **Austria**: WKO
- **Romania**: University of Bucharest
- **Hungary**: Szent György Hang- és Filmművészeti Technikum, SSCNK (Economic College Nicolae Kretzulescu)
- **Ireland**: Retail Ireland Skillnet, 20FIFTY

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Training Programme Design and Development

To address urgent skill needs in the retail sector, the **Reactive Training Programme** offers short-term courses designed for both **new employees** and the **existing retail workforce**.

The programme is divided into six key topics:

- **Digital Skills for Retail**
- **E-Commerce Essentials**
- **Digital Marketing Essentials**
- **Human Skills**
- **Green Skills**
- **Resilient Retailing**

These categories focus on **upskilling** and **reskilling** to meet the evolving demands of the retail sector.

Target Groups

The training programme is designed for a variety of groups within the retail sector, including:

- **Existing retail staff**
- **New junior positions in e-commerce**
- **New junior positions in retail**

Course Details

Duration: 3-40 hours per course
Goal: To train 400 participants (100 per country)

Design and Development Process

To ensure the rapid deployment and immediate impact of these training programmes, the content was based on **existing modules** and **materials**, developed in collaboration with educational providers. The design and development process involved several key steps:

- **Curriculum Development:** Tailoring existing materials to meet the needs of both new talent and existing retail staff, with a focus on **reactive upskilling** and **reskilling**.

- **Stakeholder Engagement:** Over 100 companies from the retail industry, including SMEs, were involved to identify immediate skills needs and validate the course content.

Reactive Training Syllabus Developments

Each training course includes the following elements:

- **Specific Modules:** A breakdown of the topics covered in each course.
- **Duration:** The time required to complete each course.
- **Target Groups:** The specific audience or demographic for each course, such as entry-level workers or junior positions in retail.
- **Training Method:** The mode of delivery, including online learning, in-person workshops, or blended learning approaches.
- **Learning Outcomes:** The skills and knowledge participants are expected to gain upon completion of each course.

Programme Results

The successful implementation of the training programmes resulted in:

- **591 participants** trained across the four countries
- **100+ companies** involved in the training process
- **64% female participation** across the programmes

These results demonstrate the impact of the training efforts in addressing urgent skill needs and helping to prepare the retail sector's workforce for future challenges.

Next Steps

As the project progresses, the next steps focus on **finalizing and reviewing the course content for all six courses in English and national language,** ensuring they are suitable for self-paced learning.

A dedicated space on the website is being prepared to host these materials, which will be available for download once the review process is complete. This will provide accessible and flexible learning opportunities for retail professionals, across Europe, supporting ongoing skills development and fostering a more sustainable, competitive, and innovative retail ecosystem.

Document Control Information

Project	Skills4Retail
Project number	101111741
Document Title	4 x training programmes to address urgent needs of the retail sector
Work Package Number	WP4
Deliverable Number	D4.1
Lead Beneficiary	JA Europe
Project Coordinator:	JA Europe
Dissemination Level	Public - fully open
Authors	Teta Karampini, JA Europe
Reviewers	Sabrina Di Ruggiero, Schuman Associates
Description	A total of four urgent training programmes will be organised and run in Austria, Hungary, Ireland and Romania. Course materials will be provided as outputs and published on the project website.
Status	**Final for Submission**
Delivery Date	05.02.2025
Due date	14.02.2025

Document history

	Date	Modified by	Comments
1	30/12/2025	Effie Papazisi, JA Europe	Document structure draft
2	22/01/2025	Teta Karampini, JA Europe	First full draft
3	06/02/2025	Sabrina Di Ruggiero, Schuman Associates	QA Review
4	11/02/2025	Maxi Torau, JA Europe	Finalisation and submission

Quality Review Key deliverable

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.	☐	☐	☐	☐	☒
Comments: The deliverable is easy to read and provides all the information requested also including data gathered from other partners.					
4. The output is in line with the standards adopted by the European Commission.	☐	☐	☐	☐	☒
Name of the WP Leader	JA Europe				
Submission Date	11/02/2025				

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Project: 101111741– Skills4Retail – ERASMUS-EDU-2022- PI-ALL-INNO-BLUEPRINT
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