

## Apprenticeship Standard for Retail Manager Level 4

Retail managers are responsible for delivering sales targets and a positive experience to customers that will encourage repeat custom and loyalty to the brand / business.

It is a diverse role that includes leading and developing a team to achieve business objectives and work with a wide range of people, requiring excellent communication skills.

Maximising income and minimising wastage are essential to the job and therefore individuals must develop a sound understanding of business and people management principles to support the achievement of the vision and objectives of the business.

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### **On-programme assessment**

On programme assessment of knowledge, skills and behaviour outcomes en-route to the final end point assessment takes place.

This comprise of:

- Throughout the period of learning and development, and at least every two months, the apprentice will meet with the on-programme assessor to record their progress against the standard using the on- programme progression template.
- The maintenance of an on-programme record to support the apprentice, monitoring the progress of learning and development.
- Regular performance reviews between trainer, apprentice and line manager.
- Development of a portfolio of evidence including reports, assignments, and evidence of tasks undertaken, demonstrations, presentations.
- Observations (recorded by the training provider).
- Ongoing professional discussions between apprentice and training provider relating to projects and assignments (recorded by the training provider).

### **Synoptic End Point Assessment (Pass/Distinction/Fail)**

The End Point Assessment will test the entire Standard, and be undertaken as follows:

- Written: 2 hour written exam with a combination of short and extended answer questions, some incorporating scenarios.
- Retail Business project requiring the apprentice to look at an immediate opportunity, problem, challenge or idea within their retail environment.
- Professional discussion: 1 hour structured meeting.

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Knowledge and understanding, Skills and Behaviour (Know it, Show it, Live it)	
<b>Customer</b>	<p>Key drivers of customer journeys and how managing customer experiences increases sales, customer spend and loyalty, and the resulting financial impact on the business.</p> <p>Manage customer experience, including remotely e.g. on-line, through ensuring the team deliver to customers a positive experience that benchmarks favourably to its main competitors and meets customer service objectives.</p> <p>Take accountability and responsibility for the customers' experience. Make effective decisions by balancing the needs of the customer and the business.</p>
<b>Business</b>	<p>Vision of the business, its competitive position and own role and responsibility.</p> <p>Understand the market in which the business operates and how this impacts on the products / services it offers.</p> <p>Lead team to achieve and exceed business objectives through forward planning, analysis and evaluation. Use sales and customer data to make sound and effective decisions. Demonstrate personal responsibility for the strategic direction and objectives for own area of the business.</p>
<b>Financial</b>	<p>Key drivers of profitable retail performance and the relationship of forecasting to the retail calendar; how to analyse and use information for forecasting, how to report on financial results. The impact of different costs on the business and effective use of resources.</p> <p>Manage overall performance of team to achieve financial targets taking into account the retail calendar year. Analyse reports to identify key actions. Produce and report on financial plans, identify and implement opportunities to increase profit/reduce waste.</p> <p>Demonstrate commercial acumen and confidence to initiate change to improve the financial performance and profitability in line with business policy, objectives and procedures.</p>
<b>Leadership</b>	<p>Different leadership styles in retail and when to use them effectively to motivate/inspire</p> <p>Provide clear direction and leadership to the team, giving open and honest feedback.</p> <p>Apply and adapt own leadership style to different retail situations and people</p> <p>Influence, challenge and involve others, aligning personal values with those of the company to instil a high performance culture.</p>
<b>Marketing</b>	<p>Key factors influencing a marketing plan (product launch, life cycle, pricing, discount and special offers) and ways of marketing via physical and other media. How own business has formed marketing plan and how own role can best utilise marketing strategies.</p> <p>Communicate marketing objectives to team members and drive results. Analyse and evaluate the impact of marketing activities e.g. sales and customer feedback, and report the outcomes to senior management with relevant recommendations.</p> <p>Proactively seek to understand the marketing strategy of the business, gain knowledge of local area and competition, take action, or communicate recommendations on action, to improve the implementation and drive marketing activities in area of responsibility.</p>
<b>Communication</b>	<p>How to communicate and cascade information effectively at all levels. Know how to identify information required for decision making, how it should be gathered and reported.</p> <p>Establish clear communication objectives, lead communications in a style and manner that is relevant to the target audience and achieves an effective result for the business.</p> <p>Adapt style and method of communication to the circumstances and needs of individuals. Seek and provide feedback in a positive manner.</p>
<b>Sales and Promotion</b>	<p>Set sales targets that are challenging realistic and lead team members to achieve, maximising opportunities and reducing potential threats to sales across the retail calendar.</p> <p>Manage team to achieve sales targets through monitoring of performance against results, identifying high/low performance taking action to find/implement appropriate solutions.</p> <p>Think ahead and take positive actions to maximise opportunities for sales and effective marketing activities, make cost effective use of resources to meet sales targets.</p>

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<b>Product and service</b>	Up to date knowledge of product ranges, brand development, promotions, current and future trends. How to analyse, interpret and share information. Analyse and interpret product/service sales information and use it to make recommendations for future planning Take ownership of the service offer, keeping self and team up to date with brand developments. Take pride in new products/services promoting these.
<b>Brand Reputation</b>	Importance of upholding brand reputation, how it can become compromised and impact on the business, and how threats can be managed. Identify impact of social media on the industry and how it is used in own organisation. Ensure team carry out activities in line with business and brand values that actively market the business, support competitiveness and help meet business objectives. Identify possible risks to brand reputation and take action to prevent/minimise impact. Champion brand and work closely with team and management to ensure brand reputation is upheld at all times
<b>Merchandising</b>	Key features of merchandising and how they link with merchandising plan to achieve sales. Requirements of related activities such as seasonal peaks and troughs. Effective merchandising set up, monitoring and maintenance in own area of business. Measure the impact of merchandising on sales and report the outcome, providing recommendations for improvements, and implementing changes within own remit. Adapt merchandising principles to own environment.
<b>Stock</b>	Manage effective stock control system; recognise financial implications to business and own responsibility to manage stock to meet targets, marketing activities and business objectives. Monitor stock management system to minimise the cost of damage to stock and loss. Ensure audit compliance and react quickly to results to maintain business standards. Take ownership of stock management systems to meet current/projected business needs.
<b>Technology</b>	Technology requirements of the business and how to manage them effectively. Identify commonly used and emerging technology and its current and potential impact. Ensure technology is sourced, located, available, maintained and secured; identify/make recommendations for improvement. Drive efficiency in the implementation and use of new opportunities in technology for retail that will provide benefits to the business.
<b>Developing staff and others</b>	Ways to inspire and motivate team members, positively influence their approach to work and pass on knowledge and experience. Team members and own development. Work with team to maximise potential and achieve objectives. Implement effective and accurate training on products, services and legislation, such as age restricted products, trading standards and weights and measures. Help team members balance work and life priorities, see their potential and see benefits of self-development and improvement. Demonstrate commitment to self-improvement, championing a culture of continual development and progression.
<b>Team performance</b>	Recruit, retain and develop the right people for the right roles. Key theories of performance management and how to apply them using organisation's tools and protocols to support. Recruit right people into right job, monitor team performance and recognise excellence, effectively manage performance that is below standard. Orchestrate effective team dynamics, build effective relationships selecting right person for right task, recognise individual styles and preferences and use these to build a strong team.
<b>Legal and governance</b>	Environmental, legislative, corporate, data protection and social responsibilities. Manage and review adherence to legislation and regulations / policies for due diligence; handle audits and regulatory authorities appropriately. Be accountable, advocate and adhere to the importance of working legally.
<b>Diversity</b>	Demographics impact on business, customers, staff and products and how this impacts the business policies on diversity and equal opportunities, Implement business policy on diversity, ensuring team are aware of and know how to work effectively with colleagues customers and other stakeholders. Instil values embracing benefits of working in a culturally diverse environment,

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