

## Retail manager apprenticeship standard

Retail managers are responsible for delivering sales targets and a positive experience to customers that will encourage repeat custom and loyalty to the brand / business. It is a diverse role that includes leading and developing a team to achieve business objectives and work with a wide range of people, requiring excellent communication skills. Maximising income and minimising wastage are essential to the job and therefore individuals must develop a sound understanding of business and people management principles to support the achievement of the vision and objectives of the business. Retail managers champion the way for personal development, training and continuous improvement, encouraging their team to develop their own skills and abilities to enhance business performance and productivity.

	Knowledge and Understanding (Know it)	Skills (Show it)	Behaviours (Live it)
Customer	Understand key drivers of customer journeys and how managing positive customer experiences increases sales, customer spend and loyalty, and the resulting financial impact on the business	Manage the 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	Take overall accountability and responsibility for the customers' experience. Make effective decisions by balancing the needs of the customer and the business
Business	Understand the vision of the business, its competitive position and own role and responsibility in the delivery of business objectives. Understand the market in which the business operates and how this impacts on the products / services it offers	Lead the team to achieve and exceed business objectives through forward planning, analysis and evaluation of own business area. Use sales and customer data to make sound and effective decisions which improve business performance	Demonstrate personal responsibility for the strategic direction and objectives for own area of the business
Financial	Understand the key drivers of profitable retail performance and the relationship of forecasting to the retail calendar; know how to analyse and use information for forecasting, and how to report on financial results. Identify the impact of different types of costs on the business and understand how to make effective use of resources	Manage the overall performance of the team to achieve financial targets taking into account the retail calendar year. Analyse reports to identify and determine key actions and recommendations. Produce and report on financial plans as required by the business, and identify and implement opportunities to increase profit and reduce waste	Demonstrate commercial acumen and confidence to initiate change to improve the financial performance and profitability in line with business policy, objectives and procedures
Leadership	Understand different leadership styles used in retail businesses and when to use them effectively to motivate and inspire the team to do their best	Provide clear direction and leadership to the team, giving open and honest feedback. Apply and adapt own leadership style to different retail situations and people to achieve the desired outcome	Influence, challenge and involve others, aligning personal values with those of the company to instil a high performance culture
Marketing	Know the key factors influencing a marketing plan such as product launch and life cycle, pricing, discount and special offers and ways of marketing via physical and other media. Understand how own business has formed marketing plan and how own role can best utilise marketing strategies to address demand throughout the retail calendar	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	Proactively seek to understand the marketing strategy of the business, gain knowledge of local area and competition, take action, or upwardly communicate recommendations on action, to improve the implementation and drive marketing activities in area of responsibility
Communication	Understand how to communicate and cascade information effectively at all levels and to a diverse audience. Know how to identify the information required for decision making, how it should be gathered and reported internally and externally	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	Adapt style and method of communication to the circumstances and needs of individuals intuitively, demonstrating appropriate skills such as empathy, fairness and authority as appropriate; seek and provide feedback in a positive manner
Sales and promotions	Understand how to set sales targets that are challenging but realistic and how to lead team members to achieve sales targets, maximising opportunities and reducing potential threats to sales across the retail calendar	Manage the team to achieve sales targets through regular monitoring of performance against results, identifying high and low performance products / services and taking timely action to find and implement appropriate solutions	Think ahead and take positive actions to maximise opportunities for sales and effective marketing activities, make cost effective use of resources through robust processes to meet sales targets
Product and service	Keep up to date knowledge of product ranges, brand development, promotions, current and future trends. Understand how to analyse, interpret and share information and brief relevant stakeholders on products and services	Analyse and interpret product / service sales information and use it to make recommendations for future planning e.g. of staff and resources, ideas for new initiatives. Research and demonstrate new products / services or initiatives to the team	Take ownership of the service offer, keeping self and team up to date with brand developments. Passionately take pride in new products and services actively promoting these with colleagues and customers

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<b>Brand reputation</b>	Understand the importance of upholding brand reputation, how brand reputation can become compromised and the impact on the business, and how threats can be managed. Identify the impact of social media on the industry and how it is used in own organisation	Ensure the team carry out activities in line with business and brand values that actively market the business, support competitiveness and help meet business objectives. Identify possible risks to brand reputation and take action to prevent or minimise their impact	Champion the brand and work closely with team and management to ensure brand reputation is upheld at all times
<b>Merchandising</b>	Understand key features of merchandising and how these link with the business' merchandising plan to achieve sales targets. Know the particular requirements of related activities such as seasonal peaks and troughs over the retail calendar year	Ensure effective merchandising set up, monitoring and maintenance in own area of business. Measure the impact of merchandising on sales and report the outcome to colleagues and senior managers, providing recommendations for improvements, and implementing changes within own remit	Adapt merchandising principles to own environment, store configuration, local needs and sales patterns
<b>Stock</b>	Understand how to manage an effective stock control system; recognise the financial implications to the business and own responsibility to manage stock to meet sales targets, marketing activities and business objectives	Monitor the stock management system to minimise the cost of damage to stock and the loss of stock to the business. Ensure audit compliance and react quickly to results to maintain business standards and stock requirements	Take ownership of stock management systems to meet current and projected business needs
<b>Technology</b>	Understand the technology requirements of the business and how to manage them to achieve effective and efficient retail operations and service; identify commonly used and emerging technology in the retail industry and identify its current and potential impact on the business	Ensure technology is sourced, located, available, maintained and secured in line with business needs; oversee the use of technology in line with business policy, identify and make recommendations for improvement	Drive efficiency in the implementation and use of new opportunities in technology for retail that will provide benefits to the business
<b>Developing self and others</b>	Identify a variety of ways to inspire and motivate team members, how to positively influence their approach to work and how to pass on knowledge and experience. Understand the importance of, and process for, ensuring team members' and own development	Work with team members to maximise their potential and achieve organisation's objectives. Implement effective and accurate training on products, services and legislation governing sales, such as age restricted products, trading standards and weights and measures	Help team members balance work and life priorities, realise their potential and see the benefits of self- development and improvement. Demonstrate commitment to self-improvement, championing a culture of continual development and progression
<b>Team Performance</b>	Know how to recruit, retain and develop the right people for the right roles. Know the key theories of performance management and how to apply them to retail teams using own organisation's tools and protocols to support them	Recruit the right people into the right job, monitor team performance and recognise excellence, effectively manage performance that is below standard	Orchestrate effective team dynamics, build effective relationships that select the right person for the right task, recognise individual styles and preferences and use these to build a strong team
<b>Legal and governance</b>	Understand environmental, legislative, corporate, data protection and social responsibilities relating to retail businesses	Manage and continuously review adherence to legislation and regulations / policies for due diligence; handle audits and regulatory authorities such as the Environmental Health Officer appropriately	Be accountable, advocate and adhere to the importance of working legally in the best interests of all people
<b>Diversity</b>	Understand how local 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 from wide range of backgrounds and cultures	Instil values which embrace the benefits of working in a culturally diverse environment
<b>Entry</b>	Employers will set their own entry requirements, but it is expected that the individual would have worked within a supervisory role to start on this apprenticeship standard.		
<b>Duration</b>	Based on the entry requirements the minimum duration for this qualification is 12, but will typically be 18, months to complete.		
<b>Progression</b>	Progression from this apprenticeship would be into a retail store manager, senior retail manager, or area manager position.		
<b>Level</b>	This apprenticeship standard is set at level 4.		
<b>Renewal</b>	March 2018, unless there is evidence of significant industry change which employers agree warrants earlier amendment.		