







Facilitator Guide







Sector Retail

Sub-Sector Retail Operations/ Retail E-Commerce/ Retail - FMCG

Occupation
Retail and Wholesale Trade Managers

Reference ID: RAS/Q0701, Version 1.0

NSQF Level:5.5

Retail Merchandise Manager

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Retailers Association's Skill Council of India

703-704 Sagar Tech Plaza - A, Andheri-Kurla Road,

Sakinaka Junction, Sakinaka, Andheri (E), Mumbai-400 072

Phone: +91-22-40058210-5

Email: info@rasci.in
Website: www.rasci.in

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Skilling is building a better India.
If we have to move India towards development then Skill Development should be our mission.

Shri Narendra Modi Prime Minister of India



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The preparation of this guidebook would not have been possible without the retail industry's support. Industry feedback has been extremely beneficial since inception to conclusion and it is with their guidance that we have tried to bridge the existing skill gaps in the industry. This facilitator guide is dedicated to the aspiring youth, who desire to achieve special skills that will be a lifelong asset for their future endeavours.

About this Guide -

The Facilitator Guide is designed for the Trainers to enable training for a specific job role and enhance the quality of executing the training program. This particular Facilitator Guide is designed for enabling the training program for the job role of "Retail Merchandise Manager" in the Retail Sector.

This course is aligned to Qualification Pack, Retail Merchandise Manager, Reference ID: RAS/Q0701.

This Qualification pack is developed by Retail Sector Skills Council of India. This course encompasses all 9 National Occupational Standards (NOS).

Each unit starts with learning objectives, followed by relevant activities and corresponding training methodology. Upon successful completion of this course, the participant will be able to:

- 1. RAS/N0701: Develop a merchandise strategy
- 2. RAS/N0702: Perform post-trade analysis
- 3. RAS/N0703: Prepare a merchandise financial plan
- 4. RAS/N0704: Prepare category financial plan
- 5. RAS/N0705: Develop a merchandise product range plan
- 6. RAS/N0706: Negotiate and finalise supply arrangements
- 7. RAS/N0707: Prepare a merchandise promotional plan
- 8. RAS/N0708: Manage merchandise quality and compliance
- 9. RAS/N0709: Manage Merchandise for e-channels
- 10. RAS/N0406: Provide Leadership to the Team
- 11. RAS/N0711: Artificial Intelligence (AI) in Merchandise Management
- 12. RAS/N0712: Plan product development
- 13. RAS/N0710: Sustainability in product packaging & fixtures
- 14. DGT/VSQ/N0103: Employability skills (90 Hours)

Besides, it has been endeavored to follow the facilitator guide guidelines prescribed by the National Skill Development Corporation.

Symbols Used _____



Ask



Explain



Elaborate



Notes



Objectives



Do



Demonstrate



Activity



Team Activity



Facilitation Notes



Practical



Say



Resources



Example



Summary



Role Play



Learning Outcomes

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1. Introduction to Retail Merchandise Management

Unit 1.1: Fundamentals of Merchandise Management

Unit 1.2: Key Components of Retail Merchandise Management

Unit 1.3: Roles and KPIs for Merchandise Management





Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Discuss the foundational concepts of merchandise management
- 2. Identify the importance of demand forecasting and its role in product availability and inventory optimization
- 3. Identify the significance of technology and tools used in retail merchandise management
- 4. Identify the ethical and sustainable considerations in merchandise management and their growing relevance in modern retail practices
- 5. Identify the software tools used in merchandise management

Unit 1.1: Fundamentals of Merchandise Management

- Unit Objectives 🏻 🏻



At the end of this unit, the trainee will be able to:

- 1. Discuss the fundamentals of merchandise management in retail
- 2. Identify the role of effective inventory management in retail operations
- 3. State the importance of product assortment and assortment planning

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

- Start the class by saying, "This training program is developed to impart specific knowledge and skills relevant to the job required to be performed as a "Retail Merchandise Manager", in the "Retail" Sector/Industry."
- Talk about the Qualification Pack (QP), and the National Occupational Standards (NOS).
- List the compulsory NOSs to the QP "Retail Merchandise Manager".
- Say, "Before we start the program let's play a small game".

Group Activity



Objective	The purpose of this activity is to connect with the course mates	
Materials required	Book (for passing)	
Steps/procedure	Welcome the new participants by giving their own introduction	
	2. Make the participants stand in a circle, close enough to the person on each side of them so that they can pass the book quickly.	
	3. Say 'Stop' when it is least expected. At that time, the participant holding the book introduces himself/herself while saying his/her name and a little additional information such as favourite hobbies, where they stay, their favourite subject, etc.	
	4. The winner of the game should stand and introduce himself/herself at the end of the game.	
	5. At last, thank the participants for their participation.	
Conclusion / what has been achieved	This activity helps the participants to know each other and allows them to feel comfortable.	

Explain **Explain**



- Explain the following topics:
 - o Fundamentals of Merchandise Management in Retail
 - o Historical Overview and Evolution of Merchandise Management
 - o Foundational Concepts of Merchandise Management- Refer to PH Fig.1.1 and 1.2
 - o Role of Effective Inventory Management in Retail Operations- Refer to PH Fig.1.3
 - o Importance of Product Assortment and Assortment Planning Refer to PH Fig.1.4
 - o Detailed Stock Control Strategies
 - Challenges and Mitigation Strategies



"Let us proceed with an activity to help participants understand different stock control strategies in retail."

- Activity 💯



Activity

Objective	The purpose of this activity is to help participants understand and apply
	different stock control strategies (EOQ, ABC Analysis, and VED Analysis) in
	retail inventory management.

Materials Required	Handouts or slides explaining EOQ, ABC Analysis, and VED Analysis
	Whiteboard or flip chart
	Markers
	Paper and pens
	Calculator or spreadsheet software (optional)
Steps/Procedure	1. Provide an overview of stock control strategies with definitions and real world retail examples in India.
	2. Divide participants into small groups and assign each group a stock contro method (EOQ, ABC Analysis, or VED Analysis).
	3. Provide each group with a retail inventory dataset (e.g., a small Kirana store's product list or an electronics store's inventory).
	4. Instruct the groups to:
	 EOQ Group: Calculate the Economic Order Quantity (EOQ) for a high-demand item like rice in a Kirana store.
	 b. ABC Analysis Group: Classify products into A, B, and C categorie based on their value and quantity.
	c. VED Analysis Group: Categorize inventory into Vital, Essential, and Desirable items based on criticality in operations.
	5. After 15 minutes, have each group present their findings, explaining thei approach and decision-making process.
	6. Facilitate a discussion on how these methods improve efficiency, reduce costs, and enhance stock management.
Conclusion / What Has Been Achieved	This activity helps participants develop practical skills in stock control by applying different inventory management techniques to real-life retail scenarios. The will understand how these strategies contribute to cost efficiency, effective stock management, and improved retail operations.

Tips 🖳



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What was a key characteristic of merchandise management in traditional retail (Pre-1900s)?
- How does effective inventory management contribute to retail profitability?
- What is the significance of product assortment in retail?
- What inventory analysis method categorizes stock based on criticality?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 2



- Summarize the session.
- Prepare a list of participants' doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 1.2: Key Components of Retail Merchandise Management

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Discuss the role of pricing strategies and their impact on retail profitability
- 2. Discuss the concept of vendor relations and supplier management
- 3. State the importance of demand forecasting in merchandise planning
- 4. Recognize the role of technology in modern merchandise management
- 5. State the importance of ethical and sustainable merchandise management practices in retail

Resources to be Used



- **Participant Handbooks**
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.

"Let us understand and learn about the role of pricing strategies and their impact on retail profitability, concept of vendor relations and supplier management, importance of demand forecasting in merchandise planning, and role of technology in modern merchandise management. We'll also delve into the importance of ethical and sustainable merchandise management practices in retail."

Explain | 🖑

- Explain the following topics:
 - o Role of Pricing Strategies and Their Impact on Retail Profitability- Refer to PH Fig.1.5 and 1.6
 - Concept of Vendor Relations and Supplier Management Refer to PH Fig.1.7
 - Importance of Demand Forecasting in Merchandise Planning Refer to PH Fig.1.8
 - Role of Technology in Modern Merchandise Management Refer to PH Fig.1.9 and 1.10
 - Importance of Ethical and Sustainable Merchandise Management Practices in Retail Refer to PH Fig.1.11

- o Category Management and Space Planning in Retail
- Integrating Consumer Behavior Analytics and Market Trends
- o Case studies and Examples

Conduct an activity to help participants understand how to map out merchandise planning processes and marketing tie-ins.

Activity

Objective	The purpose of this activity is to help participants understand how to create a merchandise plan aligned with a retail event and integrate marketing strategies to optimize sales.
Materials Required	 Handouts or slides explaining merchandise planning and marketing strategies
	Whiteboard or flip chart
	Markers
	Paper and pens
	 Digital tools (optional) for designing promotional materials or planograms
Steps/Procedure	 Choose an Indian festival such as Diwali, Holi, or Pongal as the focus of the retail event. Identify suitable products to feature in the event, such as festive wear, decorations, sweets, or gifts, based on customer demand. Develop a promotional strategy incorporating discounts, social media ads, influencer tie-ups, and in-store displays to attract customers. Design a planogram showcasing the ideal placement of products within the store for maximum visibility and customer engagement. Each group presents their merchandise and marketing plan, explaining their choices and strategies. Facilitators provide feedback on effectiveness and improvements.
Conclusion / What Has Been Achieved	This activity enables learners to develop hands-on experience in merchandise planning, aligning product assortment with an event, and integrating marketing strategies to enhance sales and customer engagement.

- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

- How does dynamic pricing impact retail profitability?
- Why is demand forecasting crucial in merchandise planning?
- How does Al contribute to retail merchandise management?
- What is the role of ethical and sustainable practices in retail?
- How does category management improve retail efficiency?

- Notes for Facilitation 🗏



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 1.3: Roles and KPIs for Merchandise Management

Unit Objectives 6

At the end of this unit, the trainee will be able to:

- 1. List the key performance indicators (KPIs) for merchandise management
- 2. Describe the roles and responsibilities of a Retail Merchandise Manager

Resources to be Used



- **Participant Handbooks**
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.

"In this session we will understand the key performance indicators (KPIs) for merchandise management and the roles and responsibilities of a Retail Merchandise Manager."

Explain 🕎

- Explain the following topics:
 - Key Performance Indicators (KPIs) for Merchandise Management Refer to PH Fig.1.12
 - o Roles and Responsibilities of a Retail Merchandise Manager Refer to PH Fig.1.13
 - Structured Competency Matrix for Merchandise Managers Refer to PH Table 1.1
 - Strategic and Financial Decision-Making Frameworks
 - Case studies and examples





Conduct a scenario-based case simulation activity to help participants understand how merchandise managers take on the responsibilities and make key strategic decisions.

Act	ivi	itv	25
		,	

Objective	The purpose of this activity is to help participants understand the key
Objective	responsibilities of a merchandise manager and develop practical strategie for managing supply chain disruptions, competitive pricing, and inventor optimization during a festive season.
Materials Required	 Handouts or slides explaining inventory management, pricing strategies, and supplier management
	Whiteboard or flip chart
	Markers
	Paper and pens
	Digital tools (optional) for pricing analysis and inventory tracking
Steps/Procedure	1. Scenario Introduction:
	- Learners are introduced to a festive season scenario where they must manage delayed supplier deliveries, competitor discount campaigns, and unexpected demand spikes.
	2. Supply Chain Mitigation:
	- Identify alternative suppliers for delayed high-demand items.
	- Negotiate expedited delivery terms and ensure minimal disruption.
	3. Pricing Strategy:
	- Conduct a competitor price analysis.
	 Develop promotional offers and discounts to attract customers while maintaining profitability.
	4. Inventory Optimization:
	- Use ABC analysis to prioritize restocking.
	 Reallocate stock from underperforming stores to high-demand locations. Presentation & Discussion:
	- Each group presents their strategy, explaining their decision-making process.
	- Facilitators provide feedback, discussing the feasibility of each approach.
Conclusion / What Has Been Achieved	This activity will help participants understand the complexities of merchandist management during a high-demand period. They will gain practical experience in handling supply chain disruptions, competitive pricing strategies, and inventor optimization, enhancing their ability to make data-driven decisions in a retain environment.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

- What is the purpose of Key Performance Indicators (KPIs) in merchandise management?
- How does a Retail Merchandise Manager contribute to business success?
- Why is data analytics proficiency important for a merchandise manager?
- How does SWOT analysis help in merchandise management?

- Notes for Facilitation 🗏



- Allow one or two students to answer the guestions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise



- 1. Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 1.
- 2. Ensure that the participants have opened the correct page for the activity.
- 3. Give them 20 minutes to complete the exercise.
- 4. Exercise Hints:
- **Multiple-choice Questions:**
 - 1. Sourcing, purchasing, and managing goods to meet consumer demand
 - 2. Monitoring stock levels to prevent overstocking or shortages
 - 3. Penetration Pricing
 - 4. Automates processes like inventory tracking and order fulfillment
 - 5. Gross Margin Return on Investment (GMROI)
- Answer the following questions:
 - 1. Explain how effective merchandise management impacts customer satisfaction and retail profitability.
 - Hint: Refer to 1.2.1 in the participant handbook
 - 2. How does inventory turnover ratio help in evaluating inventory management effectiveness? Hint: Refer to 1.3.1 in the participant handbook
 - 3. What is the role of discount pricing in retail? Hint: Refer to 1.2.1 in the participant handbook

- 4. Why is supplier relationship management critical for successful merchandise planning? Hint: Refer to 1.2.3 in the participant handbook
- 5. Describe the challenges and strategies for assortment planning in a multi-category retail environment.

Hint: Refer to 1.1.3 in the participant handbook

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=aF3yQBHYwzs

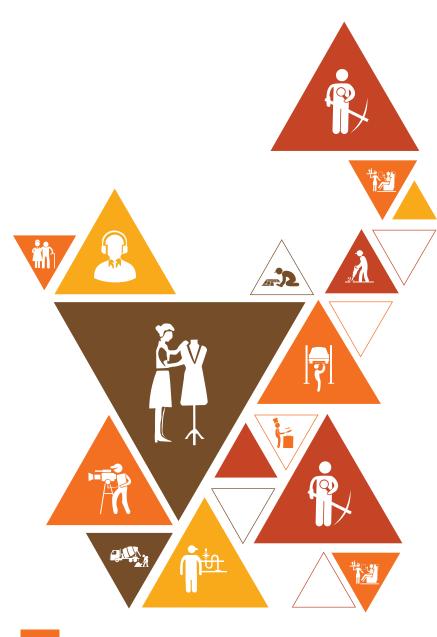
Role of Pricing Strategies and Their Impact on Retail Profitability



www.youtube.com/watch?v=bBwULeL r7xo&t=35s

www.youtube.com/watch?v=KgmNg2d8XDk

Importance of Demand Forecasting in Merchandise Planning











2. Prepare a Merchandise Strategy

Unit 2.1: Understanding Merchandise Strategy

Unit 2.2: Environmental and Operational Influences

Unit 2.3: Digital Integration and Action Planning





Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Demonstrate a comprehensive understanding of retail merchandise strategy
- 2. Analyze the interplay of key retail functions in merchandise management
- 3. Demonstrate the ability to prepare a comprehensive merchandise strategy
- 4. Demonstrate the ability to create a comprehensive action plan for merchandise strategy execution
- 5. Identify digital technologies used in merchandise strategy development
- 6. Make recommendations to improve merchandise strategy based on performance against the key performance indicators

Unit 2.1: Understanding Merchandise Strategy

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Explain the purpose of a retail merchandise strategy
- 2. State the common objectives and priorities of a retail merchandise strategy
- 3. Explain the role of organisational decision-makers & strategy influencers and drivers as keystakeholders
- 4. Explain the role and interrelationship of key retail functions in merchandise management
- 5. List the key elements of merchandise strategy
- 6. Explain the significance of key elements of merchandise strategy

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

- Start the class by saying, "This unit will help you to understand the sales territory and explore its elements, the importance of sales planning, and tools like Route Plans and PJPs."
- "We'll discuss channel partners' roles, the escalation matrix, knowing the product portfolio, retail outlet categorization, productivity measures, meeting etiquette, and tools/software used in sales operations."

Explain

- Explain the following topics:
 - Purpose of Retail Merchandise Strategy Refer to PH Fig.2.1
 - o Common Objectives and Priorities of a Retail Merchandise Strategy Refer to PH Fig.2.2 and 2.3
 - Role of Organisational Decision-Makers, Strategy Influencers and Drivers as Key Stakeholders Refer to PH Fig.2.4
 - Role and Interrelationship of Key Retail Functions in Merchandise Management Refer to PH Table.2.1 and Fig.2.5

Ask

- What is the primary purpose of a retail merchandise strategy?
- How does Reliance's Smart Bazaars align its merchandise strategy with customer needs?
- How do marketing and inventory management interrelate in merchandise management?

Notes for Facilitation



- Allow one or two students to answer the guestions.
- Write down the correct answer on the board.

Elaborate



- Elaborate the following topics:
 - o Key Elements of Merchandise Strategy and Their Significance Refer to PH Table.2.2
 - Steps to Prepare a Comprehensive Merchandise Strategy Refer to PH Table.2.3
 - o Industry Frameworks for Merchandise Strategy - Refer to PH Table.2.4
 - Al-Driven Demand Forecasting Tools
 - Decision Matrix for Selecting Merchandise Strategy Elements Refer to PH Table.2.5
 - o Examples and Case Studies

Do 🗸

• Conduct an activity to help participants understand how to build a merchandise strategy for a regional supermarket preparing for Diwali.

Activity	(F)
Objective	

Objective	The purpose of this activity is to help participants understand how to build an effective merchandise strategy for a regional supermarket during the Diwali season, considering product assortment, pricing, and promotional tactics.
Materials Required	Market research reports on Diwali shopping trends Access to Google Trends or similar tools Whiteboard or flip chart Markers Paper and pens
Steps/Procedure	1. Scenario Introduction:
	- Learners are introduced to a regional supermarket preparing for Diwali, facing high customer expectations and competitor pricing challenges.
	2. Product Selection:
	- Identify and categorize merchandise into core (daily essentials), seasonal (Diwali-specific), and premium (luxury festive items).
	3. Demand Prediction:
	- Use Google Trends to analyze high-demand product categories.
	- Research past sales data to forecast potential sales.
	4. Pricing Strategy Development:
	- Analyze competitor pricing.
	- Develop a pricing model that balances competitiveness and profitability.
	5. Promotional Planning:
	- Outline promotional activities such as festive bundles, discounts, and in-store festive décor.
	6. Presentation & Discussion:
	- Each group presents their merchandise strategy, explaining their product selection, pricing rationale, and promotional tactics.
	- Facilitators provide feedback on strategy feasibility and effectiveness.
Conclusion / What Has Been Achieved	This activity will help participants understand the key elements of building a merchandise strategy for a festive season. They will gain hands-on experience in demand forecasting, competitive pricing, and promotional planning, ensuring they can optimize product assortments to maximize sales in an Indian retail context.

Tips 🖳

- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask Lask

- Who are the key stakeholders in a retail merchandise strategy?
- What are some key elements of a merchandise strategy?

- Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 2.2: Environmental and Operational Influences

- Unit Objectives 🏻 🧐



At the end of this unit, the trainee will be able to:

- 1. Explain the role of role of critical path in merchandise strategy development and execution
- 2. List the external and internal operating environmental factors and their impact on a merchandise strategy

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

- "In today's session, let's explore the role of role of critical path in merchandise strategy development and execution.
- We'll also discuss the external and internal operating environmental factors and their impact on a merchandise strategy."

Explain

- Explain the following topics:
 - o Role of Critical Path in Merchandise Strategy Development and Execution Refer to PH Fig. 2.6 2.8
 - External and Internal Operating Environmental Factors and Their Impact on Merchandise Strategy - Refer to PH Fig.2.9
 - o Evaluating External Influences: PESTEL Analysis
 - o Assessing Competition and Industry Trends: Porter's Five Forces Model
 - Structured Risk Assessment Framework for Merchandise Planning



Conduct an activity to help participants evaluate external market conditions and adjust a merchandise strategy accordingly.

Activity



Objective	The purpose of this activity is to help participants analyze external market influences and adjust merchandise strategies accordingly using strategic analysis tools.
Materials Required	Case study on retail market trends Handouts explaining PESTEL analysis and Porter's Five Forces Whiteboard or flip chart Markers Paper and pens
Steps/Procedure	1. Scenario Introduction:
	- Learners are introduced to a retailer in Mumbai planning a winter campaign facing challenges such as competitor discounts, supply chain delays, and reduced customer spending due to inflation.
	2. External Market Analysis:
	- Conduct a PESTEL analysis to identify key external factors affecting the retailer
	- Apply Porter's Five Forces to evaluate competition, supplier dynamics, and bargaining power.
	3. Risk Assessment & Mitigation:
	- Identify potential risks related to supply chain delays, pricing pressures, and demand fluctuations.
	- Develop risk mitigation strategies, such as sourcing alternative suppliers and adjusting pricing models.
	4. Strategic Merchandise Planning:
	- Adjust merchandise strategy by focusing on affordable, high-demand product like woolens and heaters.
	 Create promotional offers to counter competitor discount campaigns while maintaining profitability.
	5. Presentation & Discussion:
	- Each group presents their findings and proposed merchandise strategy.
	- Facilitators provide feedback on risk management and strategic adjustments.
Conclusion / What Has Been Achieved	This activity helps learners integrate macroeconomic and microeconomic considerations into merchandise strategy development. By using PESTE analysis, Porter's Five Forces, and risk assessment planning, they gain practica skills to assess external influences and adapt strategies effectively in a dynamic retail environment.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask

- What is the critical path in merchandise strategy development?
- How does a Gantt chart help in merchandise strategy execution?
- Which external factor in PESTEL analysis influences product pricing through tax regulations?
- In Porter's Five Forces Model, how does high competition impact merchandise strategy?
- What is one-way retailers mitigating supply chain disruption risks?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize /



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 2.3: Digital Integration and Action Planning

– Unit Objectives 🏻 🧐



At the end of this unit, the trainee will be able to:

- 1. List the digital technologies and their applications in the development of merchandise strategy
- 2. List the key inclusions in an action plan for merchandise strategy execution
- 3. Explain the purpose of key inclusions in an action plan for merchandise strategy execution

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster



- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.



"Let's discuss the various digital technologies and their applications in developing a merchandise strategy. We'll then go over the key inclusions in an action plan for executing the strategy, followed by an explanation of their purpose in ensuring effective implementation."

Explain



- Explain the following topics:
 - Digital Technologies and their Applications in Development of Merchandise Strategy Refer to PH Table.2.9
 - Benefits of Using Digital Technologies in Merchandise Strategy Refer to PH Fig.2.10(A)
 - AI-Powered Decision-Making Tools for Merchandising Refer to PH Table.2.10(B)
 - Key Inclusions in an Action Plan for Merchandise Strategy Execution Refer to PH Table.2.11
 - o Example Action Plan Outline - Refer to PH Table.2.12
 - Framework for Omnichannel Retail Strategy Execution

- o Purpose of Key Inclusions in an Action Plan for Merchandise Strategy Execution
- o Recommendations to Improve Merchandise Strategy Based on Performance Against the Key Performance Indicators - Refer to PH Table.2.13
- o Evaluating Digital Merchandising KPIs-Refer to PH Table.2.14
- o Case Studies and Examples



Conduct an activity to help participants develop a digital merchandising action plan exercise, where they use data analytics to create an optimized strategy.

— Activity



Objective	The purpose of this activity is to equip learners with hands-on experience in using data analytics to create optimized merchandise strategies.
Materials Required	Access to data analytics tools (e.g., Google Trends, Blue Yonder) Case study or sample data set Spreadsheet software (Excel/Google Sheets) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	1. Analyze Data: - Use tools like Google Trends or Blue Yonder to forecast demand. - Identify high-performing SKUs and slow-moving items based on historical data. 2. Set Goals: - Define clear, measurable objectives such as: - Improve inventory turnover by 20%. - Achieve a 10% increase in online sales. 3. Optimize Inventory: - Utilize predictive analytics to determine stock replenishment schedules. - Ensure timely restocking of popular products to meet demand. 4. Plan Promotions: - Design channel-specific promotional strategies, such as: - In-app discounts for online shoppers. - In-store exclusive promotions to drive foot traffic. 5. Monitor KPIs: - Track key performance metrics, including: - Conversion rates - Online engagement - Inventory turnover - Customer retention rates
Conclusion / What Has Been Achieved	This activity enables learners to develop a data-driven approach to digital merchandising. By leveraging analytics tools, setting measurable goals, and implementing strategic inventory and promotional plans, they gain practical skills to optimize merchandise performance in an evolving retail landscape.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- How does AI help in demand forecasting for merchandise strategy?
- What is a key benefit of using CRM systems in merchandise strategy?
- Why is real-time inventory tracking important in retail?
- What is the main purpose of defining key responsibilities in an action plan?
- How does an omnichannel strategy improve customer experience?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise



- 1. Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 2.
- 2. Ensure that the participants have opened the correct page for the activity.
- 3. Give them 20 minutes to complete the exercise.
- 4. Exercise Hints:
- Multiple choice questions:
 - 1. By offering the right products at the right time and aligning with customer preferences
 - 2. Maximizing profits while ensuring competitiveness
 - 3. Implementing demand forecasting and efficient inventory management
 - 4. Setting deadlines for tasks and activities
 - 5. Revise pricing and enhance promotional activities

• Answer the following questions:

1. How does identifying a critical path ensure timely execution of merchandise strategy?

Hint: Refer to PH section 2.2.1

2. What is one digital technology that is commonly used in developing merchandise strategies?

Hint: Refer to PH section 2.3.1

3. Why are clear objectives important in an action plan for merchandise strategy execution?

Hint: Refer to PH section 2.3.3

4. How do organizational decision-makers influence the success of a retail merchandise strategy?

Hint: Refer to PH section 2.1.3

5. Name two key retail functions involved in merchandise management.

Hint: Refer to PH section 2.1.4

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=o11BXi9zQG4

Digital Technologies and their Applications in Development of Merchandise Strategy

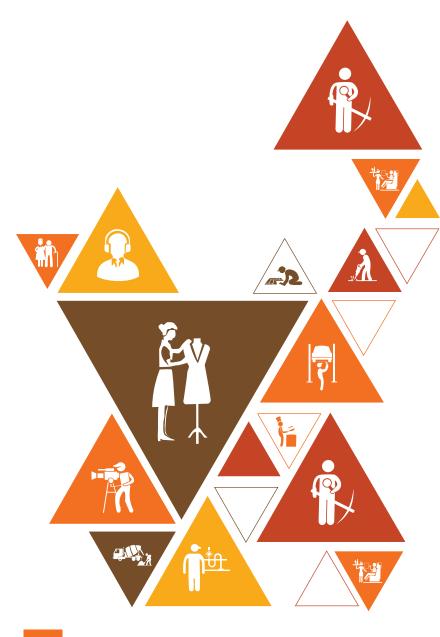




www.youtube.com/watch?v=W1hYBxMuTug&t=8s

www.youtube.com/watch?v=7Ls47gOpNOA

Key Inclusions in an Action Plan for Merchandise Strategy Execution











3. Perform Post Trade Analysis

Unit 3.1: Importance and Techniques of Post-Trade Analysis

Unit 3.2: Stakeholder Engagement and Cross-Functional Collaboration in Merchandise Strategy

Unit 3.3: Reporting and Communication



RAS/N0702

Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Explain the purpose and significance of post-trade analysis, including its role in evaluating trading performance and informing decision-making
- 2. Identify and describe the performance indicators and stakeholders involved in post-trade analysis, recognizing their respective roles in the process
- 3. Analyse and interpret financial and performance information through various analytical techniques to extract meaningful insights
- 4. Summarize the types of conclusions and recommendations that can be drawn from post-trade analysis and discuss the elements of effective reporting formats for communicating findings to stakeholders
- 5. Prepare a document to recommend improvisation in merchandise performance

Unit 3.1: Importance and Techniques of Post-Trade Analysis

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Discuss the significance of post-trade analysis in assessing the effectiveness of trading activities
- 2. Describe the key objectives and benefits of conducting post-trade analysis
- 3. Explain the correlation between post-trade analysis and merchandise strategy development
- 4. Explain how post-trade analysis informs decision-making processes related to inventory management and product assortment
- 5. List the relevant performance indicators commonly used in post-trade analysis
- 6. Explain the significance of each performance indicator and how they contribute to evaluating trading performance
- 7. Describe various analytical techniques used to interpret financial data and performance metrics
- 8. Explain how these techniques aid in extracting meaningful insights from complex data sets

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

- Start the class by saying, "This unit will help you to understand the significance of post-trade analysis in assessing the effectiveness of trading activities.
- "We'll discuss its key objectives and benefits, as well as its correlation with merchandise strategy development. Additionally, we'll examine how post-trade analysis informs decision-making in inventory management and product assortment."
- "Moving forward, we'll review the relevant performance indicators commonly used, their significance, and their role in evaluating trading performance."
- "Finally, we'll cover various analytical techniques used to interpret financial data and performance metrics, along with how these techniques help extract meaningful insights from complex data sets."

Explain



- Explain the following topics:
 - Significance of Post-trade Analysis in Assessing Effectiveness of Trading Activities

 Refer to PH
 Fig.3.1 3.4
 - o Key Objectives and Benefits of Conducting Post-trade Analysis Refer to PH Fig.3.5
 - Correlation Between Post-Trade Analysis and Merchandise Strategy Development

 Refer to PH Fig.3.6
 - Leveraging Post-Trade Analysis for Decision-Making in Inventory Management and Product Assortment
 – Refer to PH Fig.3.7

Ask



- What are the key purposes of post-trade analysis?
- How does post-trade analysis contribute to evaluating trading performance?
- How does post-trade analysis influence merchandise strategy development?
- What direct influences does post-trade analysis have on merchandise strategy?
- How does post-trade analysis support product assortment decisions?
- How does post-trade analysis help optimize stock levels?

Elaborate



- Elaborate on the following topics:
 - Relevant Performance Indicators Commonly Used in Post-trade Analysis Refer to PH Table
 3.1
 - Significance of Each Performance Indicator and Their Contribution to Evaluating Trading Performance—Refer to PH Table 3.2
 - Analytical Techniques Used to Interpret Financial Data and Performance Metrics

 Refer to PH
 Table 3.3
 - o Key Financial and Operational Metrics for Post-Trade Analysis—Refer to PH Table 3.4
 - Using Analytical Techniques to Extract Meaningful Insights from Complex Data Sets

 Refer to
 PH Fig 3.8
 - Case Studies and examples

Do 🗹

 Conduct an activity to help participants analyse post-trade sales data and suggest merchandising adjustments.

– Activity 🦃



Objective	The purpose of this activity is to enable learners to apply post-trade analysis techniques and recommend adjustments to merchandise strategies.
Materials Required	Sales data sheet (provided in the scenario) Calculator or spreadsheet software (Excel/Google Sheets) Reference formulas for STR and GMROI Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	 Calculate Metrics: Compute Sell-Through Rate (STR) using the formula: STR (%) = (Units Sold / Inventory Purchased) × 100 Calculate Gross Margin Return on Investment (GMROI) for each category: GMROI = Gross Margin / Average Inventory Cost Identify Issues:
Conclusion / What Has Been Achieved	This activity enables learners to apply post-trade analysis to real-world sales data. By calculating key retail metrics, identifying performance gaps, and recommending data-driven adjustments, learners develop essential skills for improving future merchandise strategies and optimizing profitability.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What are the key performance indicators used in post-trade analysis?
- How does the sell-through rate help businesses in post-trade analysis?
- Why is the sell-through rate significant for assessing trading performance?
- How does a high sell-through rate impact inventory planning?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 3.2: Stakeholder Engagement and Cross-Functional Collaboration in Merchandise Strategy

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Identify and categorize the primary stakeholders involved in post-trade analysis
- 2. Describe the specific roles and responsibilities of each stakeholder in the analysis process
- 3. Summarize the potential conclusions that can be drawn from post-trade analysis results
- 4. Differentiate between positive and negative outcomes and their implications
- 5. Outline the different types of recommendations typically generated as a result of post-trade analysis
- 6. Explain how these recommendations help optimize trading strategies and decision-making

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"In today's session, let's begin by identifying and categorizing the primary stakeholders involved in post-trade analysis, followed by a discussion on their specific roles and responsibilities in the analysis process. We'll then explore the potential conclusions that can be drawn from post-trade analysis results, differentiating between positive and negative outcomes and their implications. Lastly, we'll outline the types of recommendations typically generated and examine how these recommendations contribute to optimizing trading strategies and decision-making."

Explain



- Explain the following topics:
 - o Identification and Categorisation of Primary Stakeholders Involved in Post-trade Analysis
 - Specific Roles and Responsibilities of Each Stakeholder in Post-trade Analysis Process- Refer to PH Table.3.5 -PH Table.3.6
 - Potential Conclusions that Can Be Drawn from Post-trade Analysis Results—Refer to PH Table.3.7
 - Differences Between Positive and Negative Outcomes and Their Implications—Refer to PH Table.3.8
 - Types of Recommendations Generated After Post-Trade Analysis Refer to PH Table.3.9
 - o Using Recommendations to Optimize Trading Strategies and Decision-making- Refer to PH Table.3.10





Conduct an activity to help participants understand how to incorporate stakeholder feedback into actionable merchandise strategy recommendations.

Activity 🖗



Objective	The purpose of this activity is to help participants understand how to incorporate stakeholder feedback into actionable merchandise strategy recommendations
Materials required	Presentation slides explaining reconciliation and dues settlement processe
	Examples of real-life reconciliation issues faced by businesses
	Whiteboard or flip chart
	Markers
	1. Scenario Setup:
	 - A retail chain is launching a new product line but has received mixed feedbac from stakeholders:
	- Customers: Request lower pricing and more eco-friendly options.
	- Marketing Team: Suggests focusing on promotions for premium products.
	 Supply Chain Team: Highlights the risk of stockouts due to limited supplie capacity.
	2. Role Assignment:
	 Participants are divided into groups, with each group representing differer stakeholders:
	- Merchandising Manager
	- Marketing Executive
	- Supply Chain Lead
	3. Discussion & Strategy Development:
	- Each group analyzes stakeholder concerns and formulates recommendations
	- Groups present their strategy, balancing:
	- Customer demands (affordable, eco-friendly options).
	- Marketing goals (promotions for premium products).
	- Operational constraints (supplier limitations, stock availability).

Steps/procedure	4. Presentation & Debrief:
	- Each group presents their final merchandise strategy.
	- Facilitator leads a discussion on the effectiveness of the strategies and how stakeholder alignment impacts decision-making.
Conclusion / what has been achieved	This activity will help participants recognize the importance of effective reconciliation and dues settlement in financial management, equipping them with the skills needed to address discrepancies, improve cash flow, and build long-term business relationships.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- Who are the primary internal stakeholders involved in post-trade analysis?
- What is the role of the supply chain manager in post-trade analysis?
- How do competitors act as indirect stakeholders in merchandise strategy?
- What are some key stakeholder mapping techniques used in merchandise strategy planning?
- How did Myntra address customer complaints about sizing issues in its ethnic wear category?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 3.3: Reporting and Communication

Unit Objectives 6

At the end of this unit, the trainee will be able to:

- 1. Explain the essential components of a post-trade analysis report format
- 2. Discuss how the format facilitates clear communication of findings and recommendations to stakeholders

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster



- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.



 "Let's start by exploring the essential components of a post-trade analysis report format and how each element contributes to a comprehensive assessment. We'll then discuss how the structured format helps in effectively communicating findings and recommendations to stakeholders, ensuring informed decision-making and strategy optimization."

Explain 🕎



- Explain the following topics:
 - Essential Components of a Post-trade Analysis Report Format- Refer to PH Table.3.10
 - o Using Format to Facilitate Clear Communication of Findings and Recommendations to Stakeholders-Refer to PH Table.3.11
 - Structured Reporting Frameworks for Merchandise Performance- Refer to PH Table.3.12
 - o Best Practices for Visual Data Representation- Refer to PH Table.3.13
 - Case Studies



• Conduct an activity to help participants to develop a hands-on reporting exercise where they create a merchandise performance report using real or simulated retail data.

- Activity

Objective	The purpose of this activity is to enable participants to create actionable reports using simulated retail data.
Materials Required	 Sales data handout Computer with Excel, Tableau, or Power BI Internet access for research (if applicable) Whiteboard or flip chart for discussions
Steps/Procedure	 1. Data Overview: Present the sales data for four product categories (Ethnic Wear, Festive Lights, Packaged Sweets, Home Décor) including Inventory Purchased, Units Sold, Revenue (₹), and Gross Margin (%). 2. Dashboard Creation: Instruct participants to create a dashboard using Excel, Tableau, or Power BI that calculates and displays the Sell-Through Rate (STR), GMROI, and revenue contribution for each category. 3. Data Visualization: Develop a heatmap to visually identify high- and low-performing categories. Create a bar chart to compare revenue contributions among the categories. 4. Executive Summary: Write an executive summary that highlights recommendations for inventory adjustments and outlines strategies to improve performance for underperforming categories (e.g., festive lights and home décor).
Conclusion / What Has Been Achieved	This exercise helps participants integrate data analysis with strategic decision-making. They gain hands-on experience in creating dashboards, visualizing key metrics, and developing actionable recommendations to enhance merchandise performance in a retail setting.

Tips 🖳

- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

- Ask 🖺

- What are the key components of a post-trade analysis report?
- How does a Balanced Scorecard help in evaluating merchandise performance?
- Why is data visualization important in post-trade analysis reporting?
- What role do KPI dashboards play in merchandise performance tracking?
- How did Walmart use analytics to improve inventory management?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 3.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**
- Multiple choice questions:
 - 1. B) To assess trading performance and inform future decisions
 - 2. C) It improves decision-making by analyzing past sales data
 - 3. B) It can indicate trends and preferences through purchasing patterns
 - 4. B) Merchandise Manager
 - 5. A) By simplifying complex data for easier understanding
- Answer the following questions:
 - 1. What is the significance of post-trade analysis in assessing the effectiveness of trading activities?

Hint: Refer to Unit 3.1, Section 3.1.1: Significance of Post-trade Analysis in Assessing Effectiveness of Trading Activities

2. How can recommendations be used to optimize trading strategies and decision-making in retail merchandise management?

Hint: Refer to Unit 3.2, Section 3.2.6: Using Recommendations to Optimize Trading Strategies and **Decision-making**

3. Describe the analytical techniques that can be used to interpret financial data and performance metrics in retail operations.

Hint: Refer to Unit 3.1, Section 3.1.7: Analytical Techniques Used to Interpret Financial Data and **Performance Metrics**

4. How do performance indicators contribute to evaluating trading performance?

Hint: Refer to Unit 3.1, Section 3.1.5: Relevant Performance Indicators Commonly Used in Posttrade Analysis

5. Explain the correlation between post-trade analysis and merchandise strategy development in a retail environment.

Hint: Refer to Unit 3.1, Section 3.1.3: Correlation Between Post-Trade Analysis and Merchandise Strategy Development

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=YAhnuTqjlrg

www.youtube.com/watch?v=VLHrsLp0Jj8

Trend Analysis











4. Develop merchandise financial plan

Unit 4.1: Financial Planning Fundamentals

Unit 4.2: Planning Processes and Strategies

Unit 4.3: Addressing Challenges



RAS/N0703

Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Explain the objectives and importance of merchandise financial planning in retail organizations
- 2. Describe how merchandise financial planning directly affects a company's profit and loss statement
- 3. Discuss the role of merchandise financial planning in calculating open-to-buy budgets and space capacity allocation
- 4. Define the significance of key financial values (inventory, sales, profit) in merchandise financial planning
- 5. Conduct a review of merchandise and organizational financial data to develop a merchandise financial plan
- 6. Prepare a re-plan based on actual performance and make recommendations for improvement

Unit 4.1: Financial Planning Fundamentals

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Explain the objectives and importance of merchandise financial planning in retail organizations
- 2. Explain how merchandise financial planning directly affects a company's profit and loss statement
- 3. Explain the role of merchandise financial planning in calculating open-to-buy budgets and space capacity allocation
- 4. Define and relate the significance of key financial values, including inventory, sales, and profit, in merchandise financial planning
- 5. Explain how post-trade analysis data informs and influences the development of merchandise financial plans

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

"Let's begin by discussing the objectives and importance of merchandise financial planning in retail organizations and how it directly impacts a company's profit and loss statement. We'll then explore its role in calculating open-to-buy budgets and space capacity allocation. Moving forward, we'll define key financial values such as inventory, sales, and profit, and their significance in merchandise financial planning. Lastly, we'll examine how post-trade analysis data informs and influences the development of effective merchandise financial plans."

Explain [

- Explain the following topics:
 - Objectives and Importance of Merchandise Financial Planning in Retail Organizations

 Refer to PH
 Fig.4.1 -4.3
 - Impact of Merchandise Financial Planning on Company's Profit and Loss Statement

 Refer to PH
 Fig.4.4
 - Role of Merchandise Financial Planning in Calculating Open-To-Buy Budgets and Space Capacity Allocation

 – Refer to PH Fig.4.5-4.7
 - o Detailed Breakdown of Budgeting Techniques
 - Step-By-Step Open-To-Buy (OTB) Calculation Guide with Interactive Exercises
 - o Financial Modelling Tools for Real-Time Budget Tracking
 - o Significance of Key Financial Values Refer to PH Fig.4.8-4.11
 - Impact of Post-trade Analysis Data Development of Merchandise Financial Plans

 Refer to PH Fig.4.12
 - Case Studies

Do 🗸

• To conduct an activity to help participants understand the step-by-step open-to-buy (OTB) calculation guide with interactive exercises.

- Activity

Objective	The purpose of this activity is to teach learners how to calculate Open-To-Buy (OTB) using a step-by-step approach, understand its benefits, and use financial modelling tools for real-time budget tracking.
Materials Required	 Handouts or slides explaining OTB concepts and formulas Spreadsheet software (Excel, Google Sheets) Access to Power BI (optional for dashboard creation) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	1. Introduction to OTB:
	- Explain what Open-To-Buy (OTB) is and its importance in managing inventory and cash flow.
	- Discuss the benefits of OTB (avoiding overstocking/stockouts, financial control, enhanced cash flow management).
	2. OTB Calculation Formula:
	- Present the OTB formula:
	OTB (₹) = (Planned Sales (₹) + Planned End-of-Month Stock (₹)) - Planned Beginning-of-Month Stock (₹) - On-Order Merchandise (₹) 3. Step-by-Step Example:
	- Provide the following scenario for January:
	Planned Sales: ₹5,00,000

Continued

	Planned End-of-Month Stock: ₹2,50,000
	• Planned Beginning-of-Month Stock: ₹3,00,000
	• On-Order Merchandise: ₹1,50,000
	- Calculate OTB:
	OTB = (₹5,00,000 + ₹2,50,000) - ₹3,00,000 - ₹1,50,000 = ₹3,00,000
	- Explain that the retailer can spend ₹3,00,000 on additional merchandise.
	4. Interactive Exercise:
	- Divide participants into small groups.
	- Assign each group a different scenario with varying numbers for Planned Sales, End-of-Month Stock, Beginning-of-Month Stock, and On-Order Merchandise.
	- Each group calculates the OTB using the provided formula.
	- Groups share their results and discuss any differences in outcomes and potential reasons.
	5. Financial Modeling Tools:
	- Demonstrate how to build a dynamic OTB calculator using Excel functions and pivot tables.
	- Show examples of interactive dashboards created in Power BI that track sales, budget utilization, and inventory status in real time.
	- Discuss the benefits of using Google Sheets for real-time collaboration among cross-functional teams.
Conclusion / What Has Been Achieved	Participants will gain hands-on experience in calculating OTB, understand its significance in aligning inventory with sales forecasts, and learn how to leverage financial modeling tools for effective budget tracking. This exercise equips

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

merchandise purchasing decisions in a retail environment.

learners with practical skills to enhance cash flow management and optimize

Ask



- How does merchandise financial planning help retailers optimize inventory and sales revenue?
- What is the impact of merchandise financial planning on a company's profit and loss statement?
- How do Open-To-Buy (OTB) budgets assist in managing retail inventory efficiently?
- Why is post-trade analysis data crucial for refining merchandise financial plans?
- How do financial modeling tools like Excel and Power BI support real-time budget tracking in retail?

- Notes for Facilitation 🗐



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 4.2: Planning Processes and Strategies

Unit Objectives 6

At the end of this unit, the trainee will be able to:

- 1. Distinguish between bottom-up and top-down merchandise planning processes, understanding their applications and advantages
- 2. Describe strategies for maximizing profitability and minimizing losses within the merchandise financial planning context

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

Do 🗹

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

Say 🔎

"In today's session, let's start by distinguishing between bottom-up and top-down merchandise planning
processes, understanding their applications and advantages in retail operations. We'll then explore key
strategies for maximizing profitability and minimizing losses within the merchandise financial planning
context, ensuring effective financial management and business growth."

Explain 🕎

- Explain the following topics:
 - Difference between Bottom-up and Top-down Merchandise Planning Processes, Their Applications and Advantages—Refer to PH Fig 4.13, Table 4.1
 - Strategies for Maximizing Profitability and Minimizing Losses Within Merchandise Financial Planning Context—Refer to PH Fig 4.14-4.15
 - Key Financial Performance Indicators (KPIs) for Merchandise Planning

 Refer to PH Table.4.2
 - o Markdown Planning and Profit-Maximizing Pricing Techniques
 - o Case Studies and Examples



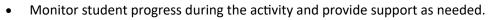
 Conduct a scenario-based activity to help participants where they learn how to adjust markdowns based on slow-moving inventory analysis.

– Activity

Objective	The purpose of this activity is to teach learners how to integrate financia planning with strategic objectives while addressing risks in a retail expansion scenario.
Materials Required	 Handouts or slides explaining SWOT analysis, NPV, IRR, and financial risk mitigation strategies Spreadsheet software (Excel or Google Sheets) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	 1. Understanding Strategic Business Goals: Explain the strategic expansion plan, focusing on goals such as: Increasing annual revenue by 20% Optimizing inventory turnover to >4 times/year Reducing operational costs by 10% 2. Conducting a SWOT Analysis:
	 Divide learners into groups and ask each group to conduct a SWOT analysis for expanding into Tier-2 cities. Groups should identify: Strengths (e.g., untapped customer base, lower competition) Weaknesses (e.g., higher logistics costs, lack of brand awareness) Opportunities (e.g., growing e-commerce adoption, rising disposable income) Threats (e.g., local competitors, economic fluctuations) Each group presents their SWOT analysis findings.
	 3. Allocating Merchandise Budgets: Learners will analyze key retail categories (e.g., groceries, apparel, electronics) and propose budget allocations based on: Consumer demand trends Profitability margins Inventory turnover expectations Groups will discuss and justify their budget allocation decisions. 4. Evaluating Profitability Using NPV or IRR:
	 - Provide a hypothetical investment amount (e.g., ₹50,00,000 for expansion). - Learners calculate the Net Present Value (NPV) or Internal Rate of Return (IRR) to assess whether the expansion is financially viable. - They will compare results and determine if the expansion aligns with profitability goals.
	 5. Proposing Risk Mitigation Strategies: Learners will suggest ways to minimize risks, such as: Adjusting stock levels based on demand projections Implementing predictive analytics for better sales forecasting Establishing contingency budgets to manage unexpected costs Groups will present their proposed risk mitigation plans.

Conclusion / What Has Been Achieved

Participants will have developed a comprehensive financial plan that aligns merchandise budgeting with business expansion goals. They will also gain hands-on experience in SWOT analysis, financial forecasting (NPV/IRR), and risk mitigation strategies, preparing them to make data-driven decisions in retail financial planning.



Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask ask



- What is the primary difference between bottom-up and top-down merchandise planning?
- How does dynamic pricing help minimize losses in merchandise financial planning?
- Why is GMROI considered an important financial KPI in retail merchandise planning?
- What role does markdown planning play in balancing inventory and profitability?
- How can poor planning impact retail profitability during seasonal sales?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 4.3: Addressing Challenges

Unit Objectives 6

At the end of this unit, the trainee will be able to:

- 1. Discuss the impact of internal and external factors, including consumer behavior, economic conditions, competitor activity, and store-related changes, on merchandise planning decisions
- Explain how to address aged stock and incorporate markdowns, inventory shrinkage, and rebates in merchandise financial plans to optimize inventory and profitability

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.

"Let's explore by discussing the impact of internal and external factors—such as consumer behavior, economic conditions, competitor activity, and store-related changes—on merchandise planning decisions. We'll then explore strategies for addressing aged stock and incorporating markdowns, inventory shrinkage, and rebates into merchandise financial plans to optimize inventory levels and profitability."

Explain

- Explain the following topics:
 - o Impact of Internal and External Factors on Merchandise Planning Decisions—Refer to PH Table 4.3
 - Ways to Address Aged Stock and Incorporate Markdowns, Inventory Shrinkage, and Rebates in Merchandise Financial Plans to Optimize Inventory and Profitability - Refer to PH Table 4.4, Fig. 4.16 - 4.18
 - Financial Risk Assessment Tools
 - **Case Studies**





• Conduct an activity to help participants understand the financial risk assessment tools.

┌─ Activity 💯 -----

Objective	The purpose of this activity is to help participants apply financial risk assessment tools such as SWOT analysis, investment return forecasting models, and rismitigation strategies in merchandise financial planning. Additionally, learner will integrate financial planning with strategic business goals.
Materials Required	 Handouts or slides explaining SWOT analysis, NPV, IRR, and financial risk mitigation strategies Spreadsheet software (Excel or Google Sheets) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	 1. Introduction to Financial Risk Assessment: - Explain the importance of financial risk assessment in merchandise planning. - Introduce SWOT analysis, NPV, IRR, and risk mitigation strategies.
	 2. SWOT Analysis for Merchandise Financial Planning: Divide participants into small groups and assign them different retail categories (e.g., Apparel, Electronics, Grocery). Each group will perform a SWOT analysis by identifying: Strengths (e.g., high-margin products) Weaknesses (e.g., stockouts or overstocking) Opportunities (e.g., e-commerce growth) Threats (e.g., competitor pricing, economic downturns) Groups will present their findings and discuss strategies to address weaknesses and threats.
	 3. Investment Return Forecasting Models: Provide a scenario where a retailer invests ₹10,00,000 in a new product category. Learners will calculate: Net Present Value (NPV): Use the NPV formula to evaluate profitability. Internal Rate of Return (IRR): Identify the discount rate where NPV = 0. Compare NPV and IRR to determine the most viable investment option.
	 4. Risk Mitigation Strategies: Learners will suggest risk mitigation strategies for financial uncertainties, sucl as: Diversifying inventory Using predictive analytics Maintaining a contingency budget Discuss real-life case studies of retailers managing financial risks effectively.
	 5. Integration of Financial Planning with Strategic Business Goals: Learners will create a structured framework for aligning financial planning with business goals. Example: If the strategic objective is to expand in Tier-2 cities, learners will allocate merchandise budgets accordingly and link financial KPIs (e.g., GMROI 2) to these goals. Groups will present their frameworks and discuss the importance of rolling forecasts in adjusting budgets based on market changes.

Continued

Conclusion / What Has Been Achieved

Participants will have developed hands-on experience in conducting financial risk assessments, using forecasting models, and implementing risk mitigation strategies in merchandise financial planning. They will also gain insights into aligning financial planning with strategic business objectives, ensuring effective merchandise management in a dynamic retail environment.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- How do internal factors like consumer behavior and historical sales data impact merchandise planning decisions?
- What strategies can retailers use to address aged stock and optimize inventory profitability?
- How do markdowns and rebates contribute to merchandise financial planning?
- What are the common causes of inventory shrinkage, and how can businesses mitigate them?
- How do economic fluctuations influence merchandise financial planning decisions in retail?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise 2

- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 4.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- Exercise Hints:

• Multiple choice questions:

- 1. b) Reducing inventory holding, procurement, and logistics costs
- 2. c) Tracking purchases and sales to maintain inventory balance
- 3. c) More accurate forecasting
- 4. c) Centralized organizations
- 5. c) Offering clearance sales or bundling with high-demand products

Answer the following questions:

- 1. What is the objective of Merchandise Financial Planning in retail organizations?
 - Hint: Refer to Unit 4.1, Section 4.1.1: Objectives and Importance of Merchandise Financial Planning in Retail Organizations
- 2. How do internal and external factors impact merchandise planning decisions?
 - Hint: Refer to Unit 4.3, Section 4.3.1: Impact of Internal and External Factors on Merchandise Planning Decisions
- 3. What are the differences between bottom-up and top-down merchandise planning processes, and what are their respective advantages?
 - Hint: Refer to Unit 4.2, Section 4.2.1: Difference Between Bottom-up and Top-down Merchandise Planning Processes, Their Applications, and Advantages
- 4. How can merchandise financial planning strategies help in minimizing losses and maximizing profitability?
 - Hint: Refer to Unit 4.2, Section 4.2.2: Strategies for Maximizing Profitability and Minimizing Losses Within Merchandise Financial Planning Context
- 5. Explain the role of Merchandise Financial Planning in calculating Open-To-Buy budgets.
 - Hint: Refer to Unit 4.1, Section 4.1.3: Role of Merchandise Financial Planning in Calculating Open-To-Buy Budgets and Space Capacity Allocation

Scan the QR codes or click on the link to watch the related videos





www.youtube.com/watch?v=XfrAA0pY-mk

www.youtube.com/watch?v=Nlax0bpLpeM

Difference between Bottom-up and Top-down Merchandise Planning Processes, Their Applications and Advantages











5. Prepare a Category Financial Plan

Unit 5.1: Fundamentals of Category Financial Planning

Unit 5.2: Influencing Factors in Category Planning

Unit 5.3: Merchandise Performance and Re-forecasting

Unit 5.4: Effective Strategies in Category Planning



RAS/N0704

Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Explain the role and purpose of category financial planning
- 2. Define merchandise performance indicators and trade reaction levers, while describing their significance and the impacts of external factors and outline effective strategies for responding to these influences
- 3. Describe the commonly used merchandise category planning methods, highlighting their applications and advantages within the retail industry, providing a strategic perspective on category planning
- 4. Develop and manage a comprehensive category financial plan, including documentation and the use of action levers for plan adjustments

Unit 5.1: Fundamentals of Category Financial Planning

Unit Objectives 🥝



At the end of this unit, the trainee will be able to:

- 1. Explain the purpose and role of category financial planning in the retail sector
- 2. Describe the various methods for creating merchandise category plans, including open-to-buy at retail, open-to-buy at cost, and space capacity methods
- 3. Define different category pricing structures, such as volume pricing, promotional pricing, high-margin pricing, and good, better, best pricing, and explain their role in category financial planning

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

Start the class by saying, "This unit will help you to understand the purpose and role of category financial planning in the retail sector. We'll then explore various methods for creating merchandise category plans, including open-to-buy at retail, open-to-buy at cost, and space capacity methods. Lastly, we'll define different category pricing structures—such as volume pricing, promotional pricing, high-margin pricing, and good, better, best pricing—and discuss their role in effective category financial planning."

Explain

- Explain the following topics:
 - o Sales Territory and Elements of Sales Territory Refer to PH Fig.2.1
 - o Importance of Creating a Sales Plan
 - o Step-by-Step Guide for Creating an Effective Sales Plan
 - o Role of a Route Plan, Beat Plan and Permanent Journey Plan (PJP) in Achieving Sales Target
 - o Sample Route Plan, Sample Beat Plan, and Sample PJP- Refer to PH Table.2.1- Table2.3
 - Role of Various Channel Partners in Achieving Sales Targets
 - o FMCG Channel Partner Roles- Refer to PH Fig.2.4
 - Escalation Matrix to be Followed by Distributor Salesperson
 - Typical Challenges Faced by DSRs in the Market and Escalation Matrix to be Followed by Distributor Salespeople - Refer to PH Fig.2.2





• Conduct an activity to help participants develop a hands-on budgeting and category pricing exercise where learners apply open-to-buy calculations to real-world retail data.

– Activity

Objective	The purpose of this activity is to enable learners to apply OTB planning and category pricing strategies using real-world retail data to create an actionable category financial plan.
Materials Required	 Handouts or slides on OTB planning, pricing strategies, and demand elasticity Spreadsheet software (Excel or Google Sheets) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	1. Introduction to OTB Planning:
	- Explain the concept of Open-to-Buy (OTB) and its importance in retail budgeting.
	- Review the provided scenario data for each category:
	Category
	Ethnic Wear:
	• Planned Sales: ₹15,00,000
	Planned End Stock: ₹4,00,000
	Planned Start Stock: ₹5,00,000
	• On-Order Merchandise: ₹3,00,000
	Festive Décor:
	• Planned Sales: ₹7,00,000
	• Planned End Stock: ₹3,00,000
	• Planned Start Stock: ₹2,50,000
	On-Order Merchandise: ₹2,00,000

Continued

Packaged Sweets:

Planned Sales: ₹10,00,000

• Planned End Stock: ₹5,00,000

• Planned Start Stock: ₹4,00,000

On-Order Merchandise: ₹1,50,000

2. Instruct learners to calculate the OTB for each category. Provide a formula, for example:

OTB = Planned Sales - (Planned Start Stock + On-Order Merchandise - Planned End Stock)

- 3. Ask learners to work individually or in groups to perform these calculations in a spreadsheet.
- 4. Based on the calculated OTB and market conditions, ask learners to propose pricing structures for each category. Encourage them to consider factors like demand elasticity and competitor pricing.
- 5. Introduce a scenario where actual sales underperform by 20%.
- 6. Assign learners to adjust budgets and revise pricing strategies to optimize revenue under these new conditions.
- 7. Divide participants into small groups to consolidate their findings and develop a comprehensive category financial plan.
- 8. Each group presents their plan, including OTB calculations, pricing strategies, and adjustments made for underperformance.

Conclusion / What Has Been Achieved

Participants will have developed a comprehensive category financial plan that integrates OTB budgeting and pricing strategies. They will gain practical experience in analyzing sales data, adjusting forecasts for underperformance, and optimizing inventory purchases, thereby enhancing their ability to drive profitability and manage retail merchandise effectively.

Tips 📮

- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- What is the primary goal of category financial planning in the retail sector?
- How does the Open-to-Buy (OTB) method help retailers manage inventory purchases?
- What is the role of promotional pricing in category financial planning?
- How does the space capacity method optimize store layout for merchandise categories?
- What are the three tiers in the "Good, Better, Best" pricing strategy used by retailers?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 5.2: Influencing Factors in Category Planning

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Explain the impact of internal such as merchandise strategy, financial plans, and merchandise category structures on category financial planning
- 2. Explain the external factors like consumer trends, post-trade analysis, and competitor performance, that influence category planning
- 3. Describe the impacts of external factors such as seasonal changes, competitor activity, sales decreases, sales increases, and supply challenges
- 4. Explain the values included within a category plan, including core and seasonal line spend, sub-category spends, trial items, key winners, repeat items, deleted items, promotional items, and key delivery dates

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"In today's session, let's explore the impact of internal factors—such as merchandise strategy, financial plans, and merchandise category structures—on category financial planning. We'll then explore how external factors, including consumer trends, post-trade analysis, and competitor performance, influence category planning. Moving forward, we'll examine the effects of seasonal changes, competitor activity, fluctuations in sales, and supply challenges on merchandise decisions. Lastly, we'll review the key values included in a category plan, such as core and seasonal line spend, sub-category spends, trial items, key winners, repeat items, deleted items, promotional items, and key delivery dates."

Explain

- Explain the following topics:
 - o Impact of Internal Factors on Category Financial Planning—Refer to PH Table 5.5
 - o Influence of External Factors (Like Consumer Trends, Post-Trade Analysis, and Competitor Performance) on Category Financial Planning—Refer to PH Table 5.6
 - o Impacts of External Factors Refer to PH Fig. 5.7
 - o Values Included Within a Category Plan Refer to PH Fig. 5.8 5.12
 - o Structured Framework for Assessing Internal and External Influences
 - o Expanding on Post-Trade Analysis for Category Planning Optimization
 - o Case Studies and Examples



• Conduct an activity where participants assess a given scenario and adjust their category plans accordingly.

- Activity

Objective	The purpose of this activity is to assess internal and external factors and adjust category plans accordingly.
Materials Required	 Handouts or slides on SWOT and PESTEL analysis concepts Data sheet with scenario details Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	 1. Introduction: Explain the importance of category planning and how internal (e.g., STR, GMROI) and external factors (e.g., competitor pricing, customer trends) influence strategic decisions.
	 2. Scenario Overview: Present the following data for the upcoming festive season:Ethnic Wear: STR: 75%, GMROI: 2.8, Competitor Pricing: 5% lower, Customer Trend: High demand for premium options.Festive Décor: STR: 50%, GMROI: 1.5, Competitor Pricing: 10% lower, Customer Trend: Declining demand for traditional.Packaged Sweets: STR: 85%, GMROI: 3.2, Competitor Pricing: Competitive, Customer Trend: Rising preference for sugar-free.
	3. SWOT and PESTEL Analysis: - In small groups, perform a SWOT analysis for each category to identify strengths, weaknesses, opportunities, and threats Conduct a PESTEL analysis to pinpoint external factors (Political, Economic, Social, Technological, Environmental, Legal) affecting each category.

Continued

4. Adjust Category Plans: - Allocate budgets based on the GMROI and STR figures. - Propose markdown strategies for slow-moving inventory (e.g., Festive Décor). 5. Competitor Analysis: - Analyze competitor pricing and market trends. - Suggest pricing adjustments to ensure competitiveness while meeting customer preferences. 6. Presentation and Discussion: - Each group presents their proposed category plan, including their SWOT/ PESTEL findings, budget allocations, markdown strategies, and pricing adjustments. - Facilitate a class discussion to compare approaches and highlight key insights. **Conclusion / What** The participant will develop an actionable category plan that aligns with market **Has Been Achieved** conditions and customer preferences. They will gain practical experience in using SWOT, PESTEL, and competitor analysis to adjust category strategies, optimize inventory management, and set competitive pricing in a real-world retail scenario.

- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

- How does a retailer's merchandise strategy impact category financial planning?
- Why is post-trade analysis crucial for refining future category plans?
- What role do consumer trends play in shaping category planning decisions?
- How does SWOT analysis help retailers assess internal factors in category planning?
- Why is it important for retailers to monitor competitor performance in financial planning?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 🗵

- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 5.3: Merchandise Performance and Re-forecasting

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Define merchandise performance indicators like sales, gross profit margin, margin mix, purchase margin, and markdown value, and elucidate their significance in category planning
- 2. Describe the role of re-forecasting processes in adjusting category plans based on changing circumstances and performance indicators
- 3. Explain the levers used to react to trade, including markdowns, promotions, repeats, re-pricing, competitor review, holding stock, new product trials, and stock returns

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"Let's start the session by defining key merchandise performance indicators such as sales, gross profit margin, margin mix, purchase margin, and markdown value, and understanding their significance in category planning. We'll then discuss the role of re-forecasting processes in adjusting category plans based on changing circumstances and performance indicators. Lastly, we'll explore the various levers used to react to trade, including markdowns, promotions, repeats, re-pricing, competitor review, holding stock, new product trials, and stock returns."

Explain 🕎

- Explain the following topics:
 - Merchandise Performance Indicators and Their Significance in Category Planning
 – Refer to PH Table 5.9
 - Role of Re-forecasting Processes in Adjusting Category Plans Based on Changing Circumstances and Performance Indicators

 Refer to PH Table 5.10
 - Steps in Re-Forecasting Processes—Refer to PH Fig. 5.13 5.14
 - o Levers Used to React to Trade Refer to PH Fig. 5.15
 - o Role of Performance Indicators in Driving Category Adjustments
 - o Step-by-Step Guide to Creating a Category Financial Plan
 - Case Studies and Examples



• Conduct an activity to help participants understand the hands-on budgeting exercise where they can develop a category financial plan based on provided sales and expense data.

Activity 1



Objective		this exercise is to hocate budgets, and grategories.			
Materials Required	• Spreadsheet (ance data (provided Excel or Google She r for note-taking	-	ns	
Steps/ Procedure	forecasts based track with their	to Re-Forecasting on actual sales dat financial goals and erview: Present the	a. Discuss how re- optimize stock lev	forecasting help els.	s retailers stay on
	Category	Planned Sales (₹)	Actual Sales (₹)	Planned STR	Actual STR
	Ethnic Wear	15,00,000	12,00,000	85%	68%
	Festive Décor	8,00,000	10,00,000	60%	75%
	Packaged Sweets	10,00,000	9,50,000	90%	85%

Continued

	3. Ask Students to:
	- Review the provided sales performance data for a festive season.
	- Identify categories that performed above or below expectations.
	- Use spreadsheet tools to compare expected vs. actual sales.
	- Identify underperforming categories requiring markdowns or budget reductions.
	- Identify high-performing categories that may need restocking or budget increases.
	4. Propose Corrective Strategies:
	- Draft a brief strategy suggesting budget reallocation, discounts, or restocking methods for improved inventory management.
Expected Outcome	Learners will understand how to adjust forecasts based on actual sales performance. They will also be able to propose strategies for reallocation of budgets, markdowns, and restocking, ensuring that inventory management aligns with sales goals.
Conclusion / What Has Been Achieved	Through this exercise, learners will develop skills in sales forecasting, budget management, and strategic decision-making. They will be able to identify underperforming categories, propose corrective actions, and enhance profitability through effective forecasting and inventory strategies.



Objective	1 ' '	s, gross margin g		ite a financial plan base I expenses for differe
Materials Required	Financial data (prSpreadsheet (ExcPen and paper for	el or Google Sheet	=	
Steps/Procedure		each product cate	gory based on rev	nportance of creating renue and margin goal
	2. Scenario Overvi season:	ew: Provide the f	ollowing financial (data for the next festiv
	Category	Planned Revenue (₹)	Gross Margin Target (%)	Planned Expenses (₹)
	Ethnic Wear	20,00,000	30%	5,00,000
	Festive Décor	10,00,000	25%	2,50,000
	Packaged Sweets	12,00,000	20%	3,00,000
	3. Ask Students to:		•	
	- Review the provid	ed financial data f	or the upcoming fe	stive season.
	- Identify revenue product categories.		orgin goals, and pla	anned expenses for ke
	1			Continued

	4. To create financial plan, instruct them to:
	- Use spreadsheet tools to organize financial data.
	- Calculate projected revenue, gross margin, and total expenses for each category.
	- Adjust planned expenses to ensure profitability goals are met.
	5. Finalizing the Plan:
	- Prepare a summary of category-specific financial strategies.
	- Outline steps to control overspending or increase revenue if targets are not met.
Conclusion / What Has Been Achieved	This exercise helps learners understand the process of creating financial plans for product categories. By aligning expenses with revenue and margin targets, learners will be able to optimize profitability and ensure financial goals are met for each category.

Tips |

- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- How do merchandise performance indicators help in optimizing category planning and profitability?
- What is the significance of gross profit margin in assessing merchandise performance?
- How does re-forecasting help in adjusting category plans based on sales performance and external factors?
- How do markdown values contribute to minimizing losses from unsold inventory in category planning?
- In what ways can predictive analytics enhance demand forecasting and dynamic re-forecasting in retail merchandise management?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize /

- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 5.4: Effective Strategies in Category Planning

Unit Objectives 6

At the end of this unit, the trainee will be able to:

- 1. Outline strategies for effectively reacting to impacts of external factors
- 2. Explain the commonly used merchandise category planning methods within the retail industry including their application and advantages

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.

"Let's begin the today's session by outlining strategies for effectively reacting to the impacts of external factors on merchandise planning. We'll then explore commonly used merchandise category planning methods in the retail industry, discussing their applications and advantages in optimizing inventory, sales, and profitability."

Explain

- Explain the following topics:
 - Strategies for Effectively Reacting to Impacts of External Factors—Refer to PH Table 5.12
 - Commonly Used Merchandise Category Planning Methods, Their Application and Advantages-Refer to PH Table.5.13
 - Assortment Optimization Techniques
 - Advanced Pricing Techniques
 - Category Planning Strategy Structured Approach
 - Case Studies and Examples



• Conduct an activity to help participants develop an interactive simulation where learners make category planning decisions in a competitive retail scenario.

– Activity 💯

Objective	The purpose of this activity is to help participants develop a comprehensive category management strategy by analyzing product performance, market trends, and competitor dynamics.
Materials Required	 Spreadsheet for financial analysis (Excel or Google Sheets) Whiteboard or flip chart Markers Paper and pens Market research data (e.g., competitor pricing, market trends)
Steps/Procedure	 Introduction: Begin by explaining the key concepts of category management, such as STR (Stock Turnover Ratio), GMROI (Gross Margin Return on Investment), and how they impact profitability. Scenario Overview: Provide the following data for the retail chain preparing for the festive season: Category
Expected Outcome	Participants will be able to create actionable category management strategies, including assortment adjustments, pricing strategies, budget allocations, and KPIs. They will develop a deeper understanding of how to align category plans with customer preferences, competitive conditions, and financial targets, resulting in a more informed and strategic approach to retail category management.
Conclusion / What Has Been Achieved	Through this activity, learners will understand how to develop a comprehensive category management strategy based on market trends, competitor pricing, and internal KPIs. They will gain hands-on experience in making data-driven decisions to maximize profitability and optimize product assortments. This will help them enhance their strategic thinking and category planning skills for real-world retail scenarios.

Tips 🖳

- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What is the key strategy for managing seasonal demand fluctuations in retail operations?
- How does Assortment Planning enhance customer satisfaction and profitability?
- What advantage does Vendor Managed Inventory (VMI) provide to retailers?
- How can retailers respond to sudden spikes in demand during festive seasons?
- What role do advanced pricing techniques like psychological pricing play in retail strategy?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 5.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**
- Multiple choice questions:
 - 1. b) Open-to-Buy (OTB) at Retail
 - 2. c) By encouraging customers to buy in bulk, moving larger quantities of inventory
 - 3. a) Influences inventory choices, pricing, and promotional plans
 - 4. b) Guides decisions on pricing and inventory investment
 - 5. b) Reduces inventory holding costs
- Answer the following questions:
 - 1. What is the purpose of category financial planning in the retail sector?
 - Hint: Refer to Unit 5.1, Section 5.1.1: Purpose and Role of Category Financial Planning in the **Retail Sector**
 - 2. How does the re-forecasting process help adjust category plans based on changing circumstances and performance indicators?
 - Hint: Refer to Unit 5.3, Section 5.3.2: Role of Re-Forecasting Processes in Adjusting Category Plans Based on Changing Circumstances and Performance Indicators

- Explain the significance of merchandise performance indicators in category planning.
 Hint: Refer to Unit 5.3, Section 5.3.1: Merchandise Performance Indicators and Their Significance in Category Planning
- 4. How do consumer trends influence category financial planning?
 Hint: Refer to Unit 5.2, Section 5.2.2: Influence of External Factors (Like Consumer Trends, Post-Trade Analysis, and Competitor Performance) on Category Financial Planning
- 5. What are some commonly used merchandise category planning methods, and what are their advantages?

Hint: Refer to Unit 5.4, Section 5.4.2: Commonly Used Merchandise Category Planning Methods, Their Application, and Advantages

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=Nlax0bpLpeM

Open-to-Buy (OTB) at Retail



www.youtube.com/watch?v=d-B5r_CKlh8



www.youtube.com/watch?v=BQn4CleoCKk

Impacts of External Factors









6. Develop a merchandise product range plan

Unit 6.1: Objectives and Elements of Range Planning

Unit 6.2: Influencing Factors and Global Trends

Unit 6.3: Exit Strategies and Supply Chain





Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Explain the significance and objectives of merchandise range planning
- 2. Identify impact of internal and external factors on merchandise range planning
- 3. Describe the strategies for maximizing profitability and assessing the viability of a product range
- 4. Discuss the key elements of product range planning
- 5. Apply the acquired knowledge to effectively create and manage merchandise range plans

Unit 6.1: Objectives and Elements of Range Planning

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Explain the significance and objectives of merchandise range planning in the retail sector
- 2. Describe the strategies for maximizing profitability and determining the viability of a product range
- 3. Explain the key elements of product range planning, including assortment planning, range width, depth, core and seasonal items, option planning, SKUs, and exit strategies

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

Start the class by saying, "This unit will help you to understand significance and objectives of merchandise range planning in the retail sector. We'll then explore strategies for maximizing profitability and determining the viability of a product range. Lastly, we'll break down the key elements of product range planning, including assortment planning, range width, depth, core and seasonal items, option planning, SKUs, and exit strategies."

Explain **Explain**

- Explain the following topics:
 - Significance and Objectives of Merchandise Range Planning in Retail Sector

 Refer to PH Fig.6.1 –
 6.2
 - Strategies for Maximizing Profitability and Determining Viability of a Product Range- Refer to PH Table.6.1 – 6.2
 - Key Elements of Product Range Planning Refer to PH Table.6.3
 - o Short-Term vs. Long-Term Range Planning Strategies
 - o Structured Methodology for Range Planning
 - o Product Lifecycle Management (PLC) and Range Planning
 - Case Studies



• Conduct an activity to help participants develop an interactive activity where learners design a merchandise range plan using product categories, sales forecasts, and customer demographics.

Activity 28

Objective	The purpose of this activity is to help participants design a merchandise range
o s je cure	plan based on product categories, sales forecasts, and customer demographics, ensuring alignment with financial goals and product lifecycle stages.
Materials Required	 Spreadsheet for financial analysis (Excel or Google Sheets) Whiteboard or flip chart Markers Paper and pens Product lifecycle data and sales forecast data for categories
Steps/Procedure	Step 1: Introduction
oteps, i roccaare	- Explain the concept of a merchandise range plan.
	- Introduce the Range Rationalization Matrix and its role in SKU decisions (retain, promote, or discontinue) based on sales forecasts, customer segments, and product lifecycle stages.
	Step 2: Scenario Overview
	Provide the following data to participants for an upcoming festive season:
	- Product Categories (e.g., Apparel, Footwear, Accessories)
	- Sales Forecast Data (including estimated demand for different categories)
	- Customer Demographics (e.g., age groups, income levels, preferences)
	- Product Lifecycle Stages (e.g., New Arrival, Growth, Maturity, Decline)
	Step 3: Data Analysis
	- Ask participants to analyze the provided data using a spreadsheet.
	- Instruct them to identify which SKUs should be retained, promoted, or discontinued using the Range Rationalization Matrix.

Continued

Step 4: Developing the Merchandise Range Plan

- Based on their analysis, participants should create a range plan that specifies:
- SKU selection for each category
- Quantity allocation
- Pricing strategies
- Promotional strategies for each product lifecycle stage

Step 5: Presentation & Discussion

- Ask participants to present their range plan, justifying their decisions using data.
- Facilitate a group discussion on key insights, challenges faced, and best practices.

Conclusion / What Has Been Achieved

Through this activity, learners will be able to create strategic merchandise range plans that balance customer preferences, financial objectives, and product lifecycle considerations. This will help them develop skills in category planning, sales forecasting, and aligning merchandise strategies with broader business goals, preparing them for real-world retail management scenarios.

- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

- Ask ask



- Why is merchandise range planning important for retail operations?
- What strategies can retailers use to maximize profitability in product range planning?
- How does assortment planning contribute to product range optimization in retail?
- What role does the Range Rationalization Matrix play in range planning?
- How do the different stages of the Product Lifecycle (PLC) impact range planning decisions?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize | /=



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 6.2: Influencing Factors and Global Trends

- Unit Objectives 🏻 🏻



At the end of this unit, the trainee will be able to:

- 1. Explain the impact of internal and external factors on product range planning
- 2. Discuss the influence of global and local trends on merchandise product range planning
- 3. Describe the impact of factors influencing range allocation, including store grading, climate, target market demographics, competitor analysis, replenishment of core lines, stock turnover, and supply considerations

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster



Welcome and greet the participants.

"In today's session, let's begin by exploring how internal and external factors impact product range planning. We'll then discuss the influence of global and local trends on merchandise product range decisions. Lastly, we'll examine the key factors affecting range allocation, including store grading, climate, target market demographics, competitor analysis, replenishment of core lines, stock turnover, and supply considerations."

Explain **Explain**

- Explain the following topics:
 - o Impact of Internal and External Factors on Product Range Planning– Refer to PH Table 6.6
 - Influence of Global and Local Trends on Merchandise Product Range Planning

 Refer to PH Fig. 6.3 6.4
 - o Impact of Factors Influencing Range Allocation- Refer to PH Table.6.7
 - o Trend Forecasting Methodologies
 - o Analyzing Macroeconomic Factors
 - o Case Studies

Do



• Conduct an activity to help participants develop a simulation exercise where participants adjust a range plan based on changing market trends and consumer preferences.

_ Activity

Objective	The purpose of this activity is to analyze macroeconomic trends, sustainability factors, and customer preferences to adjust range plans for the upcoming festive season.
Materials Required	 Internet access to Google Trends and market research tools Spreadsheet software (Excel or Google Sheets) for range plan adjustments Whiteboard or flip chart for presenting strategies Markers, paper, and pens
Scenario	A retailer is analyzing the following trends for the upcoming festive season: Economic Shift: Rising inflation increases demand for affordable products. Sustainability Trends: Growing preference for eco-friendly packaging. Consumer Preferences: Increased interest in premium ethnic wear among urban customers.
Tasks for participants	1. Google Trends Analysis: Use Google Trends to identify high-demand categories related to festive season products.
	2. Adjust Range Plans: Based on the trends, adjust the range plans for different product categories (e.g., affordability for staples like packaged sweets and festive décor, premium offerings for ethnic wear).
	3. Eco-Friendly Packaging: Propose eco-friendly packaging alternatives for festive décor products in line with sustainability trends.
	4. Budget Allocation: Allocate budgets and resources to reflect the market shift towards affordability and eco-friendly solutions.
Steps/Procedure	1. Market Trend Research: Use Google Trends to explore search patterns for keywords like "festive wear," "affordable décor," and "eco-friendly packaging." Identify products or categories with rising demand.
	2. Range Plan Adjustments: Review the retailer's existing range plans for the festive season.- Focus on expanding the range of affordable products (e.g., packaged sweets, basic décor).
	 Increase the share of premium ethnic wear in the range to cater to urban customers. Add eco-friendly packaging options for all product categories.
	3. Eco-Friendly Packaging: Research alternatives like biodegradable packaging or reusable materials that align with sustainability goals. Provide options for festive décor products, considering both cost and customer preferences.
	4. Budget and Resource Allocation: Reallocate resources based on adjusted range plans. For example, more budget for affordable products like packaged sweets and less for traditional packaging materials for festive décor. Ensure the budget reflects the growing preference for sustainable products.
	5. Presentation of Adjusted Range Plan: Present the updated range plan, highlighting the changes made based on market trends, consumer preferences, and sustainability factors.

Continued

Expected Outcome

Participants will develop a revised range plan that considers economic conditions (affordability), sustainability practices (eco-friendly packaging), and customer preferences (premium ethnic wear). They will create a comprehensive plan that is adaptable to market changes and reflects a balance between profitability and sustainability.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- How do internal factors like merchandise strategy and financial plans impact product range planning in retail?
- In what ways do global and local trends influence merchandise product range planning?
- What role does climate play in the range allocation for retail stores?
- How does competitor activity affect a retailer's product assortment and sales strategy?
- What are the key macroeconomic factors that influence product range planning, and how do they affect retailers' decisions?

Notes for Facilitation



- Allow one or two students to answer the guestions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 6.3: Exit Strategies and Supply Chain

Unit Objectives 6



At the end of this unit, the trainee will be able to:

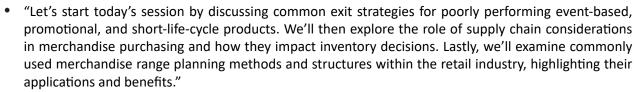
- 1. Describe the common exit strategies for poorly performing event and promotional, and short-lifecycle products
- 2. Explain the role of supply chain considerations in merchandise purchasing
- 3. Describe commonly used merchandise range planning methods and structures within the retail industry

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.



Explain



- Explain the following topics:
 - o Common Exit Strategies for Poorly Performing Events, Promotional, and Short-Life-Cycle Products - Refer to PH Fig.6.5
 - Role of Supply Chain Considerations in Merchandise Purchasing- Refer to PH Table.6.9
 - Commonly Used Merchandise Range Planning Methods and Structures Within the Retail Industry-Refer to PH Table.6.10
 - **Best Practices for Supply Chain Optimization**

- o Structured Framework for Exit Strategies
- o Exit Methods and Their Applications
- o Reverse Logistics and Sustainable Disposal
- o Case studies

Do



• Conduct an activity to help participants develop a hands-on activity where learners create an exit strategy for excess inventory, incorporating cost analysis and sustainability measures.

– Activity

Objective	The purpose of this activity is to develop exit strategies for excess inventory by incorporating financial analysis, markdown techniques, and sustainability measures.
Materials Required	 Spreadsheet software (Excel/Google Sheets) for financial calculations Whiteboard or flip chart for presenting strategies Markers, paper, and pens Inventory data provided below
Scenario	A retailer has excess inventory in the following categories after the festive season:
Category	Inventory Remaining
Festive Lights	1,500 units
Premium Home Décor	800 units
Packaged Sweets	1,000 units
Tasks for Learners	1. Exit Methods: Propose exit strategies for each category (markdowns, bundling, liquidation, or donations).
	2. Markdown Calculations: Calculate markdown percentages for clearance sales to reduce excess inventory. Consider the financial impact of these markdowns on profitability and inventory turnover.
	3. Sustainability Measures: Propose sustainability measures for unsellable inventory, such as donations, recycling, or upcycling initiatives.
	4. Financial Impact : For each exit method, calculate potential revenue from markdowns and determine the break-even point for clearance sales.
Steps/Procedure	1. Review Inventory Data: Review the given data on inventory categories, prices, and current sell-through rates (STR).
	2. Propose Exit Strategies: For each product category, suggest an appropriate exit strategy considering profitability, consumer interest, and the retailer's sustainability goals.
	3. Calculate Markdown Impact: Use markdown strategies to calculate the final sale price and estimate the financial impact of markdowns on profit margins and clearance speed.

Continued

	 4. Incorporate Sustainability Measures: For unsellable items (e.g., expired packaged sweets), propose sustainable options, like donations or reverse logistics. 5. Present Strategies: Present the exit strategies, markdown calculations, and sustainability measures to the group for discussion and feedback.
Expected Outcome	Participants will create actionable exit strategies, incorporating financial analysis and sustainability considerations, to optimize inventory turnover and reduce waste. They will be able to make informed decisions based on markdown techniques, competitor actions, and sustainability goals.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- How do clearance sales help businesses minimize the costs associated with storing outdated inventory?
- In what way does bundling underperforming products with popular items create value for customers?
- What are the benefits of donating unsold products to charitable organizations for businesses?
- How does vendor return policy help businesses manage unsold inventory, particularly for event-specific products?
- What role does sustainable disposal play in managing unsellable inventory and ensuring environmental compliance?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise

- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 6.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- Exercise Hints:
- Multiple choice questions:
 - 1. B) By reducing overstocking and aligning stock with sales trends
 - 2. C) Allocating more resources to high-margin products
 - 3. B) It categorizes stores to align inventory with their profiles
 - 4. A) It helps identify market gaps and create unique offerings
 - 5. C) Clearance Sales
- Answer the following questions:
 - What are the key objectives of merchandise range planning in the retail sector?
 Hint: Refer to Unit 6.1, Section 6.1.1: Key Objectives of Merchandise Range Planning.
 - Explain the impact of internal and external factors on product range planning.
 Hint: Refer to Unit 6.2, Section 6.2.1: Impact of Internal and External Factors on Product Range Planning
 - 3. What are some common exit strategies for poorly performing events, promotional, and short-life-cycle products?
 - Hint: Refer to Unit 6.3, Section 6.3.2: Exit Strategies for Underperforming Merchandise.
 - 4. How do global and local trends influence merchandise product range planning?

 Hint: Refer to Unit 6.2, Section 6.2.3: Influence of Global and Local Trends on Merchandise Product Range Planning.
 - 5. Discuss various merchandise range planning methods and structures used in the retail industry. How do these methods help in effective merchandise planning?

Hint: Refer to Unit 6.4, Section 6.4.2: Merchandise Range Planning Methods and Structures.

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=ZmY-kH7b2UI

External Factors on Product Range Planning



www.youtube.com/watch?v=mL0IDIVZVKE

Internal Factors on Product Range Planning



www.youtube.com/watch?v=sWdmGcaTras

Role of Supply Chain Considerations in Merchandise Purchasing (Case study of Walmart's supply chain)











7. Negotiate and Finalize Suppliers

Unit 7.1: Supplier Evaluation and Compliance

Unit 7.2: Supply Chain Considerations and Critical Path

Unit 7.3: Negotiation and Supplier Performance

Unit 7.4: Contract Management and Benchmarking





Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. List the key elements of supplier evaluation criteria and explain their applications
- 2. Assess and select suppliers based on various criteria
- 3. Explain the legal and ethical compliance requirements related to the supply of merchandise
- 4. Conduct negotiations and contract suppliers for supply of merchandise
- 5. Evaluate supplier performance against performance indicators

Unit 7.1: Supplier Evaluation and Compliance

- Unit Objectives 🥝



At the end of this unit, the trainee will be able to:

- 1. List the key elements of supplier evaluation criteria
- 2. Explain the applications of key elements of supplier evaluation criteria
- 3. Explain the key aspects of legal and ethical compliance requirements related to the supply of merchandise, including the Trade Practices Act, ethical sourcing, environmental sustainability, and key terms of contract law
- 4. Discuss other legal requirements that impact negotiations and agreements in the relevant industry sector including consumer protection

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

Start the class by saying, "This unit will help you to understand the key elements of supplier evaluation criteria and understanding their applications in retail operations. We'll then explore the key aspects of legal and ethical compliance requirements related to the supply of merchandise, including the Trade Practices Act, ethical sourcing, environmental sustainability, and key terms of contract law. Lastly, we'll discuss other legal requirements that impact negotiations and agreements in the retail industry, such as consumer protection regulations."

Explain **Explain**

- Explain the following topics:
 - o Key Elements of Supplier Evaluation Criteria and Their Application—Refer to PH Fig.7.1-7.2
 - Key Aspects of Legal and Ethical Compliance Requirements Related to Supply of Merchandise -Refer to PH Table 7.1
 - Legal Requirements that Impact Negotiations and Agreements (in Relevant Industry Sector Including Consumer Protection)

 — Refer to PH Fig.7.3
 - Structured Framework for Supplier Evaluation
 - Case Studies



• Conduct an activity to help participants develop an interactive exercise where learners evaluate supplier profiles and assign performance ratings based on given criteria.

– Activity 🎉

Objective	The purpose of this activity is to apply supplier evaluation frameworks and compliance standards to assess and select the best supplier from real-world profiles for a new product line.
Materials Required	Supplier profiles (provided scenario) Supplier Scorecard or Weighted Scoring Model template Calculator or spreadsheet software (Excel/Google Sheets) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	1. Review Supplier Profiles:
	- Analyze the details for Supplier A, Supplier B, and Supplier C, focusing on Pricing, Quality Control, Delivery Lead Time, Sustainability, and Responsiveness.
	2. Set Evaluation Criteria:
	- Establish the weightage for each criterion based on its importance to the retailer's objectives.
	3. Assign Scores:
	- Utilize a Supplier Scorecard or Weighted Scoring Model to assign scores to each supplier for the given criteria.
	4. Calculate Total Scores:
	- Sum the weighted scores for each supplier to determine overall performance.
	5. Make Recommendation:
	- Recommend the best supplier with clear justification based on the evaluation results and alignment with business requirements.
Conclusion / What Has Been Achieved	Participants will gain practical skills in objectively assessing supplier performance and making data-driven sourcing decisions. This exercise enhances critical thinking, negotiation, and strategic sourcing capabilities, vital for effective supplier management in the retail sector.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- What is the purpose of supplier evaluation in retail and wholesale trade sectors?
- How does the Trade Practices Act impact supplier relationships in India?
- What are the key components of the Supplier Scorecard in supplier evaluation?
- How does ethical sourcing influence a retailer's brand image and customer trust?
- What is the significance of ISO 9001 and ISO 14001 certifications in supplier compliance audits?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 7.2: Supply Chain Considerations and Critical Path

Unit Objectives 6



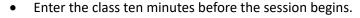
At the end of this unit, the trainee will be able to:

- 1. Discuss the supply chain and logistic considerations as related to supply arrangements including customers, duties, taxes, freight, third-party arrangements, processes, factory locations and access
- 2. Define critical path methodology and its significance in supply chain management
- 3. Explain the elements of critical path and their importance in critical path planning including launch and promotional dates, sample due dates, supplier holidays, freight timing, and order due date

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster



Welcome and greet the participants.

"In today's session, let's start by discussing supply chain and logistics considerations in supply arrangements, covering aspects such as customers, duties, taxes, freight, third-party arrangements, processes, factory locations, and access. We'll then define critical path methodology and its significance in supply chain management. Lastly, we'll explore the key elements of critical path planning, including launch and promotional dates, sample due dates, supplier holidays, freight timing, and order due dates, and understand their importance in ensuring efficient operations."

Explain



- Explain the following topics:
 - Supply Chain and Logistic Considerations Related to Supply Arrangements Refer to PH Table 7.5
 - Critical Path Methodology and Its Significance in Supply Chain Management

 Refer to PH Table 7.6
 - Elements of Critical Path and Their Importance in Critical Path Planning Refer to PH Table 7.7

- o Supply Chain Risk Assessment Frameworks- Refer to PH Table 7.8 -7.9
- o Al-Driven Logistics and Predictive Analytics in Supply Chain Management
- o Case Studies





Conduct an activity to help participants develop a supply chain mapping exercise where learners identify risk points and propose alternative supplier strategies.

|--|

Objective	The purpose of this activity is to identify supply chain risks, map critical paths, and propose alternative strategies.
Materials Required	 Risk heat map template Whiteboard or flip chart Marker pens Laptop/Tablet for research and mapping tools (optional)
Scenario Overview	A retailer is evaluating supply chain risks for sourcing festive décor from two suppliers: - Supplier A: Lead Time: 10 days, Defect Rate: 3%, Price: ₹500, Geographical Risk: Medium (weather delays), ESG Compliance: Partial - Supplier B: Lead Time: 15 days, Defect Rate: 1%, Price: ₹550, Geographical Risk: Low, ESG Compliance: Full
Steps/Procedure	 1. Identify Supply Chain Risks: Use a Risk Heat Map to evaluate risks for both suppliers across different categories such as delivery lead time, defect rate, geographical risks, and ESG compliance. 2. Map Critical Path: Map out the critical path for sourcing, quality checks, and delivery. Identify key milestones and decision points in the process, such as order placement, quality inspection, and transportation.
	 3. Propose Optimized Strategy: Suggest an optimized supply chain strategy for sourcing festive décor. Consider the following: Alternative suppliers in case of disruptions Risk mitigation measures (e.g., buffer stock, multiple transportation routes) How to incorporate sustainability (full ESG compliance) into the supply chain strategy Balancing cost, risk, and delivery timelines 4. Collaborative Discussion: In groups, present the findings and strategic recommendations. Discuss the trade-offs involved in choosing one supplier over the other based on the identified risks and optimization strategies.

Continued

Expected Outcome

The participate will develop a comprehensive supply chain strategy that minimizes risks, optimizes the critical path, and ensures timely delivery of products. The exercise will also help them recognize how to handle supplier dependencies, mitigate risks, and incorporate sustainable practices into supply chain planning.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- Why is aligning supply arrangements with customer needs crucial for timely deliveries and customer
- How does the Critical Path Methodology (CPM) help in improving resource allocation within a supply chain?
- What is the significance of supplier holidays in the critical path planning for retail supply chains?
- How can Al-driven logistics optimization help reduce delivery delays during peak sales periods?
- What role does IoT play in ensuring proper storage conditions for sensitive goods in the supply chain?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 7.3: Negotiation and Supplier Performance

Unit Objectives



At the end of this unit, the trainee will be able to:

- 1. Discuss strategies and negotiation techniques for effective supplier negotiations
- 2. Examine the key theoretical aspects of supplier negotiations, including supply specifications, cost analysis, logistics considerations, and performance indicator theory
- 3. Describe the elements of performance indicators used in supplier evaluation, focusing on aspects such as level of service, reputation, financial analysis, product quality, speed, delivery accuracy, and ethical practices

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"Let's begin by discussing strategies and negotiation techniques for effective supplier negotiations." We'll then examine key theoretical aspects of supplier negotiations, including supply specifications, cost analysis, logistics considerations, and performance indicator theory. Lastly, we'll explore the elements of performance indicators used in supplier evaluation, focusing on aspects such as level of service, reputation, financial analysis, product quality, speed, delivery accuracy, and ethical practices."

Explain



- Explain the following topics:
 - Strategies and Negotiation Techniques for Effective Supplier Negotiations

 Refer to PH Table 7.10

 7.11
 - o Key Theoretical Aspects of Supplier Negotiations Refer to PH Table 7.12
 - o Elements of Performance Indicators Used in Supplier Evaluation Refer to PH Fig. 7.4
 - Structured Negotiation Frameworks
 - o Supplier Performance Tracking and Dashboards—Refer to PH Table 7.1 -7.14
 - o Case Studies

Do



• Conduct an activity to help participants develop a real-time role-playing exercise where learners engage in a supplier negotiation simulation.

- Activity

Objective	The purpose of this activity is to apply structured negotiation strategies and evaluate supplier performance in real-world scenarios, ensuring favourable terms and a long-term collaborative relationship.
Materials Required	 Scenario briefing and supplier's initial terms Notepads and pens Whiteboard or flip chart Dashboard template for supplier KPI tracking (e.g., Excel, Google Sheets)
Steps/Procedure	 1. Define BATNA: Identify alternative options if negotiations fail (e.g., sourcing from other suppliers or considering in-house production). 2. Establish ZOPA: Determine the acceptable price range (e.g., ₹450-₹480 per unit) based on market research and internal cost structures. 3. Negotiate Terms: Propose counteroffers for the initial supplier terms, including price, delivery lead time, and quality standards. 4. Evaluate Performance: Develop a dashboard to monitor key supplier KPIs (e.g., delivery performance, product quality, and cost efficiency) post-agreement. 5. Role-Play Simulation: In pairs or small groups, simulate the negotiation process and discuss the rationale behind each decision.
Conclusion / Expected Outcome	Participants will finalize favourable supplier terms through structured negotiation strategies while ensuring a long-term, mutually beneficial relationship. They will also learn how to monitor and evaluate supplier performance using a KPI dashboard for continuous improvement.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- What is the significance of conducting a cost breakdown analysis in supplier negotiations?
- How does leveraging competition benefit supplier negotiations?
- Why is performance indicator theory important in assessing supplier effectiveness?
- What role does logistics consideration play in supplier negotiations?
- How does setting clear objectives improve the outcome of supplier negotiations?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 7.4: Contract Management and Benchmarking

– Unit Objectives 🤎



At the end of this unit, the trainee will be able to:

- 1. Analyze the theoretical framework of supplier contract formats and their inclusions within supply arrangements
- 2. Discuss the techniques used for measuring and benchmarking supplier performance against predefined performance indicators in supply arrangements
- 3. Explain the role of promotional-based supply arrangements in the retail industry

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.



"Let's begin by analyzing the theoretical framework of supplier contract formats and their key inclusions within supply arrangements. We'll then discuss techniques used for measuring and benchmarking supplier performance against predefined performance indicators. Lastly, we'll explore the role of promotional-based supply arrangements in the retail industry and their impact on merchandising strategies."



- Explain the following topics:
 - Theoretical Framework of Supplier Contract Formats and Their Inclusions Within Supply Arrangements – Refer to PH Table 7.15
 - Techniques Used for Measuring and Benchmarking Supplier Performance Against Predefined
 Performance Indicators in Supply Arrangements- Refer to PH Fig. 7.5
 - o Role of Promotional-Based Supply Arrangements in Retail Industry- Refer to PH Fig. 7.6
 - o Key Components of Supplier Contracts- Refer to PH Table.7.16
 - o Benchmarking Techniques in Supplier Agreements- Refer to PH Table.7.17
 - o Al-Driven Contract Management Solutions- Refer to PH Table.7.18
 - Case Studies



• Conduct an activity to help participants develop a contract review exercise where learners analyse supplier agreements and identify negotiation points.

Activity

Objective	The purpose of this activity is to analyze supplier agreements and identify
	areas for negotiation or improvement.
Scenario	A retailer is reviewing a contract for festive lights and comparing its terms to industry benchmarks.
Materials Required	Sample supplier contract Industry benchmark data Notepads and pens
Steps/Procedure	 Review Current Terms: Analyze each clause (Pricing, Delivery Lead Time, Penalty for Late Delivery, Sustainability). Compare with Industry Benchmarks:
Conclusion / Expected Outcome	The participant will develop a revised supplier contract with competitive terms, ensuring cost savings, operational efficiency, and sustainability compliance.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What is the primary purpose of supplier contracts in supply arrangements?
- How does the Scope of Work (SOW) component contribute to supplier contract effectiveness?
- What technique provides real-time monitoring of supplier performance metrics?
- Why is benchmarking supplier performance against industry standards important?
- How do promotional-based supply arrangements benefit retailers during festive sales?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize | 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 7.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**
- Multiple choice questions:
 - 1. B) Product quality
 - 2. B) To ensure timely deliveries and customer satisfaction
 - 3. A) To ensure orders are placed ahead of time and avoid disruptions
 - 4. C) It provides alternative options to secure better terms
 - 5. B) To visually monitor real-time supplier performance across KPIs

• Answer the following questions:

- 1. Describe the techniques used for measuring and benchmarking supplier performance against predefined performance indicators in supply arrangements.
 - Hint: Refer to Unit 7.4, Section 7.4.2: Techniques Used for Measuring and Benchmarking Supplier Performance Against Predefined Performance Indicators in Supply Arrangements
- 2. What are the key elements of supplier evaluation criteria, and why are they important in retail merchandise management?
 - Hint: Refer to Unit 7.1, Section 7.1.1: Key Elements of Supplier Evaluation Criteria and Their Application
- 3. How does the Critical Path Methodology (CPM) contribute to supply chain management?

 Hint: Refer to Unit 7.2, Section 7.2.2: Critical Path Methodology and Its Significance in Supply Chain Management
- 4. Explain the key theoretical aspects of supplier negotiations and their impact on procurement decisions.
 - Hint: Refer to Unit 7.3, Section 7.3.2: Key Theoretical Aspects of Supplier Negotiations
- 5. How do legal requirements relate to consumer protection impact negotiations and agreements in the retail merchandise industry?

Hint: Refer to Unit 7.1, Section 7.1.3: Legal Requirements That Impact Negotiations and Agreements (Including Consumer Protection)

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=NKRQmiS45Ac

Negotiation Techniques



www.youtube.com/watch?v=DPxjSGK_A9E

Strategies for Supplier Negotiations











8. Prepare a Merchandise Promotional Plan

Unit 8.1: Legal and Ethical Considerations

Unit 8.2: Tools and Techniques for Promotion

Unit 8.3: Data-Driven Recommendations



RAS/N0707

Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. List the key elements of supplier evaluation criteria and explain their applications
- 2. Assess and select suppliers based on various criteria
- 3. Explain the legal and ethical compliance requirements related to the supply of merchandise
- 4. Conduct negotiations and contract suppliers for supply of merchandise
- 5. Evaluate supplier performance against performance indicators

Unit 8.1: Legal and Ethical Considerations

- Unit Objectives



At the end of this unit, the trainee will be able to:

- 1. Discuss the impact of key legal and ethical requirements related to merchandise promotional planning and activity
- 2. Explain the significance of trends in promotional activity and their use for customer engagement and merchandise promotion
- 3. Discuss sustainability considerations, opportunities for, and constraints on promotion in the relevant context
- 4. Explain the importance of resource conservation and waste minimization strategies

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

Start the class by saying, "This unit will help you to understand the impact of key legal and ethical requirements related to merchandise promotional planning and activity. We'll then explore the significance of trends in promotional activity and how they enhance customer engagement and merchandise promotion. Next, we'll examine sustainability considerations, including opportunities and constraints in promotional efforts. Lastly, we'll highlight the importance of resource conservation and waste minimization strategies in retail promotions."

Explain



- Explain the following topics:
 - Impact of Key Legal and Ethical Requirements Related to Merchandise Promotional Planning and Activity-Refer to PH Fig.8.1-8.2
 - Significance of Trends in Promotional Activity and Their Use for Customer Engagement and Merchandise Promotion - Refer to PH Table 8.1-8.2
 - Sustainability Considerations, Opportunities and Constraints on Promotion Strategies Refer to PH Fig.8.3-8.5
 - Importance of Resource Conservation and Waste Minimization Strategies Refer to PH Fig. 8.6
 - Key Legal Frameworks Governing Retail Promotions
 - **Ethical Considerations in Retail Promotions**
 - **Case Studies**



Conduct an activity to help participants develop an interactive legal compliance checklist exercise where learners assess promotional campaigns for legal and ethical risks

Activity



Objective	The purpose of this activity is to assess promotional campaigns for legal and ethical risks, ensuring transparency and compliance with CPA and ASCI guidelines.
Materials Required	Campaign details for the "Buy 1 Get 1 Free" promotion Guidelines for CPA (Consumer Protection Act) and ASCI (Advertising Standards Council of India) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	1. Campaign Review: - Examine the promotional claim: "Free second item on every purchase!" and identify undisclosed terms (offer valid only on selected items, inflated prices, free item of equal or lesser value).
	2. Compliance Analysis:Review the campaign against CPA and ASCI guidelines to pinpoint areas of non-compliance and ethical concerns (e.g., lack of transparency and misleading claims).
	3. Identify Ethical Concerns:- List specific ethical issues, such as failure to disclose critical terms and potential price manipulation.

Continued

	 4. Propose Revisions: Develop revised campaign language that includes clear disclosures (e.g., "Offer valid on selected items only; the free item must be of equal or lesser value") and ensure pricing is honest without prior inflation. 5. Group Discussion & Presentation:
	- Each group presents their revised campaign strategy and discusses how the changes address both legal compliance and ethical considerations.
Conclusion / What Has Been Achieved	Participants will have developed a revised promotional campaign that meets legal and ethical standards by clearly disclosing all terms and ensuring transparent, honest pricing.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- Why is adherence to legal and ethical requirements crucial in merchandise promotional planning?
- How do emerging promotional trends enhance customer engagement and merchandise sales?
- What are the key opportunities and challenges in implementing sustainable promotional strategies?
- How do resource conservation and waste minimization contribute to cost savings in retail promotions?
- What legal frameworks regulate misleading advertisements and data protection in retail marketing?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 8.2: Tools and Techniques for Promotion

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Describe the types of promotional tools, including their benefits and limitations
- 2. Analyze benchmarking techniques to evaluate the effectiveness of promotional strategies
- 3. Discuss the need for supplier negotiations and co-operative funding for promotional activities
- 4. Explain the role of key performance indicators (KPIs) including exposure achieved, sales achieved, penetration of the target market, and cost-effectiveness in measuring the effectiveness and efficiency of promotional campaigns
- 5. Explain the role of KPIs in making informed decisions to optimize promotional strategies

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"In today's session, let's explore different types of promotional tools, along with their benefits and limitations. We'll then analyze benchmarking techniques used to evaluate the effectiveness of promotional strategies. Next, we'll discuss the importance of supplier negotiations and co-operative funding in promotional activities. Lastly, we'll explore the role of key performance indicators (KPIs)—such as exposure achieved, sales achieved, target market penetration, and cost-effectiveness—in measuring the success of promotional campaigns and making informed decisions to optimize promotional strategies."



- Explain the following topics:
 - o Types of Promotional Tools, Their Benefits and Limitations—Refer to PH Table 8.3
 - Benchmarking Techniques to Evaluate Effectiveness of Promotional Strategies

 Refer to PH Table 8.4
 - Need for Supplier Negotiations and Cooperative Funding for Promotional Activities

 Refer to PH
 Table 8.5
 - Role of Key Performance Indicators (KPIs) in Measuring Effectiveness and Efficiency of Promotional Campaigns

 Refer to PH Table 8.6
 - Role of KPIs in Making Informed Decisions to Optimize Promotional Strategies

 Refer to PH Table 8.7
 - o Categorization of Promotional Tools
 - o Pricing Strategies in Promotions—Refer to PH Table.8.9
 - o Omnichannel Promotional Techniques
 - Case Studies



• Conduct an activity to help participants develop a hands-on simulation where participants design a multi-channel promotional strategy for a retail brand.

- Activity

Objective	The purpose of this activity is to create a promotional strategy that integrates digital, in-store, and event-based techniques for an effective Diwali campaign.
Scenario	A retailer is launching a Diwali campaign targeting urban families with a ₹5,00,000 budget, promoting ethnic wear, festive décor, and packaged sweets.
Materials Required	Sales and audience insights Digital advertising cost estimates Case studies on successful promotional strategies Spreadsheet for budget allocation
Steps/Procedure	1. Define the Promotional Mix: - Choose digital strategies (Google Ads, retargeting, social media). - Select in-store promotions (POP displays, loyalty rewards). - Plan event-based marketing (flash sales, influencer tie-ups). 2. Pricing Strategies: - Suggest competitive pricing for each category (EDLP, psychological pricing).

Continued

	 3. Omnichannel Approach: Develop a seamless customer experience across online and offline channels. 4. Budget Allocation: Distribute the ₹5,00,000 budget effectively across different strategies. 5. Success Metrics: Define KPIs such as ROI, customer footfall, and online engagement. 6. Presentation & Discussion: Each group presents their strategy, followed by feedback.
Conclusion / What Has Been Achieved	Participants will develop a comprehensive, data-driven promotional plan to maximize sales, engagement, and brand reach during Diwali.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What is a key limitation of using discounts and offers as a promotional tool?
- Which benchmarking technique helps assess the financial efficiency of a promotional campaign?
- How does cooperative funding benefit both retailers and suppliers in promotional activities?
- What KPI measures the reach and visibility of a promotional campaign?
- Give an example of a consumer promotion strategy that rewards repeat purchases.?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

- Summarize 🗏



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 8.3: Data-Driven Recommendations

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Discuss the role of benchmarking techniques in developing data-driven recommendations to enhance promotional campaigns
- 2. Analyze the effect of financial impact and cost-benefit considerations of sustainable marketing practices
- 3. Explain the role of performance indicators, including exposure metrics, conversion rates, sales data, and customer engagement measures, in measuring the impact of promotional activities

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.

"Let's explore the role of benchmarking techniques in developing data-driven recommendations to enhance promotional campaigns. We'll then analyze the financial impact and cost-benefit considerations of sustainable marketing practices. Lastly, we'll explore the role of performance indicators—such as exposure metrics, conversion rates, sales data, and customer engagement measures—in assessing the effectiveness of promotional activities."

Explain 🖺

- Explain the following topics:
 - Role of Benchmarking Techniques in Developing Data-Driven Recommendations to Enhance Promotional Campaigns

 – Refer to PH Fig.8.7
 - Effect of Financial Impact and Cost-Benefit Considerations of Sustainable Marketing Practices-Refer to PH Fig. 8.8
 - Role of Performance Indicators in Measuring Impact of Promotional Activities Refer to PH Table.8.10
 - o Data Analytics Tools for Promotion Performance
 - Role of AI and Machine Learning in Promotional Analytics
 - Case Studies



 Conduct an activity to help participants develop a hands-on analytics exercise where learners interpret sales data to adjust promotional strategies.

- Activity

Objective	The purpose of this activity is to analyze sales data and refine promotional strategies based on key performance metrics to improve ROI and customer engagement.
Materials Required	Sales data table Access to Excel/Google Sheets/Power BI for visualization Case studies on successful promotional strategies Whiteboard or digital board for discussion
	1. Scenario Introduction:
	 Present the sales performance of the retailer's festive décor, ethnic wear, and packaged sweets. Explain key metrics like ROI, conversion rate, and basket size.
	2. Identify Gaps:
	 Analyze which category requires improved conversion rates. Determine strategies to increase basket size for packaged sweets.
	3. Propose Adjustments:
	 Suggest promotional tactics such as product bundling, retargeting, loyalty discounts, or influencer marketing. Recommend AI tools for dynamic pricing and personalized recommendations.
	4. Visualize Data:
	 Use Excel or Power BI to create a simple dashboard showing trends in conversion rates, revenue, and ROI. Identify insights from visual data representations.

Continued

Steps/Procedure	5. Presentation & Discussion:
	 Groups present their refined promotional strategy and how it would impact key metrics. Discussion on feasibility and real-world application.
Conclusion / What Has Been Achieved	Participants will refine promotional strategies based on data-driven insights, leading to improved ROI, higher conversion rates, and increased customer spending.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- How does benchmarking help in developing data-driven recommendations for promotional campaigns?
- What are the key financial benefits of implementing sustainable marketing practices?
- Why are Key Performance Indicators (KPIs) essential for measuring the impact of promotional activities?
- How does Al-driven predictive modelling optimize promotional campaign effectiveness?
- What role do data analytics tools like Google Analytics and Tableau play in evaluating promotion performance??

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise 2



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 8.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**

Multiple choice questions:

- 1. B) Increases accessibility and connects with tech-savvy audiences
- 2. B) ROI Analysis
- 3. B) Ensures the campaign reaches the right demographics
- 4. A) To compare a company's performance with its competitors and industry standards
- 5. C) To assess how well the campaign fosters brand awareness and loyalty

Answer the following questions:

1. What are some key legal requirements that must be considered when planning merchandise promotions?

Hint: Refer to Unit 8.1, Section 8.1.1: Impact of Key Legal and Ethical Requirements Related to Merchandise Promotional Planning and Activity

2. Why is it important for retailers to stay updated with trends in promotional activities?

Hint: Refer to Unit 8.1, Section 8.1.2: Significance of Trends in Promotional Activity and Their Use for Customer Engagement and Merchandise Promotion

3. What are some of the challenges retailers may face when incorporating sustainability into their promotional strategies, and how can they overcome these challenges?

Hint: Refer to Unit 8.1, Section 8.1.3: Sustainability Considerations, Opportunities, and **Constraints on Promotion Strategies**

4. Explain how benchmarking techniques can help assess the success of a promotional strategy in retail and provide examples of metrics used.

Hint: Refer to Unit 8.2, Section 8.2.2: Benchmarking Techniques to Evaluate Effectiveness of **Promotional Strategies**

5. Why are supplier negotiations important when planning promotional activities in retail, and how can cooperative funding be beneficial?

Hint: Refer to Unit 8.2, Section 8.2.3: Need for Supplier Negotiations and Cooperative Funding for **Promotional Activities**

Scan the QR codes or click on the link to watch the related videos





www.voutube.com/watch?v=J3ZeU5RV6Ro

www.youtube.com/watch?v=XI2qK1UASxI

Types of Promotional Tools, Their Benefits and Limitations





www.youtube.com/watch?v=48RX4yso_Ts

www.youtube.com/watch?v=pbtSawW_oBs

Types of Promotional Tools, Their Benefits and Limitations









Manage MerchandiseQuality and Compliance

Unit 9.1: Certification Processes and Legal Compliance

Unit 9.2: Product Quality, Brand Reputation, and Customer Loyalty

Unit 9.3: Commercial Implications of Quality and Compliance





Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Demonstrate an in-depth knowledge of the certification processes and requirements applicable to product quality and compliance
- 2. Explain the legal and ethical considerations related to packaging and labeling, emphasizing accuracy, transparency, and compliance with regulations
- 3. Produce a detailed quality and compliance standards document for a specified product range
- 4. Produce a document outlining control procedures for the specified product range
- 5. Evaluate the performance of a specific product range against established quality and compliance standards and formulate actionable recommendations for future improvements

Unit 9.1: Certification Processes and Legal Compliance

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Explain the certification processes and requirements applicable to product quality and compliance, ensuring adherence to legal standards
- 2. Explain the legal and ethical considerations regarding packaging and labeling, including accuracy, transparency, and compliance with regulations
- 3. Discuss the relevant standards pertaining to product quality and compliance, ensuring alignment with national regulatory frameworks
- 4. Discuss the legal requirements related to health and safety standards, ensuring products meet prescribed safety guidelines

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

Start the class by saying, "This unit will help you to understand the certification processes and requirements necessary to ensure product quality and compliance with legal standards. Next, we'll discuss the legal and ethical considerations related to packaging and labeling, focusing on accuracy, transparency, and regulatory compliance. We'll then explore the relevant standards for product quality and compliance, aligning with national regulatory frameworks. Lastly, we'll examine the legal requirements concerning health and safety standards to ensure products meet prescribed safety guidelines."

Explain



- Explain the following topics:
 - Certification Processes and Requirements Applicable to Product Quality and Compliance, Ensuring Adherence to Legal Standards – Refer to PH Table 9.1
 - o Legal and Ethical Considerations Regarding Packaging and Labelling Refer to PH Fig. 9.1- 9.2
 - o Relevant Standards Pertaining to Product Quality and Compliance, Ensuring Alignment with National Regulatory Frameworks Refer to PH Table.9.2
 - Legal Requirements Related to Health and Safety Standards, Ensuring Products Meet Prescribed Safety Guidelines Refer to PH Table.9.3
 - Key Certification Standards for Merchandise Quality
 - Regulatory Compliance Frameworks
 - Emerging Trends in Certification and Compliance
 - Case Studies



• Conduct an activity to help participants develop an interactive compliance checklist exercise where learners assess a product for regulatory adherence.

- Activity



Objective	The purpose of this activity is to assess a product's compliance with global and regional certification standards and develop an actionable plan to meet legal and ethical requirements.
Materials Required	Compliance checklist with product information Guidelines for BIS, FDA, Plastic Waste Management Rules, Fair Trade, and other relevant certifications Case studies of compliance challenges Whiteboard or flip chart for group discussion
Steps/Procedure	 1. Scenario Introduction: Present the compliance scenario of a new packaged sweets product launching in India and the EU. Share the current compliance status for BIS, FDA, eco-friendly packaging, and Fair-Trade certification. 2. Identify Non-Compliance Areas: In groups, analyze the provided compliance checklist and pinpoint gaps. 3. Recommend Corrective Actions: Brainstorm solutions to address pending or non-compliant areas (e.g., applying for BIS certification, modifying packaging to meet sustainability norms). 4. Suggest Additional Certifications: Identify extra certifications like AGMARK (for quality assurance) or FSC (for sustainable packaging) to enhance product appeal. 5. Presentation & Discussion: Each group presents their compliance strategy, followed by a discussion on feasibility and implementation challenges.
	Continued

Conclusion / What Has Been Achieved

Participants will be able to develop a compliance roadmap ensuring that the product meets all regulatory and ethical requirements while enhancing market credibility.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- What is the role of BIS certification in ensuring product quality and compliance in India?
- Why is FSSAI certification mandatory for food products in India?
- How does Agmark certification help maintain the quality of agricultural products?
- What are the key legal and ethical considerations in product packaging and labelling?
- Why is adherence to health and safety standards critical for consumer protection and brand trust??

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 9.2: Product Quality, Brand Reputation, and Customer Loyalty

- Unit Objectives 🥝



At the end of this unit, the trainee will be able to:

- 1. Explain the legal and ethical implications of product safety and environmental considerations, including adherence to regulations and sustainability practices
- 2. Assess the positive and negative impacts of product quality, considering aspects such as health and safety, brand reputation, customer loyalty, and commercial implications
- 3. Explain the role of product quality in shaping brand reputation and strategies for maintaining and enhancing brand image
- 4. Discuss how product quality influences customer loyalty and the ethical responsibility to deliver products that meet or exceed customer expectations

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"In today's session, let's start by explaining the legal and ethical implications of product safety and environmental considerations, including compliance with regulations and sustainability practices. Then, we'll assess the positive and negative impacts of product quality, considering factors like health and safety, brand reputation, customer loyalty, and commercial implications. Next, we'll explore the role of product quality in shaping brand reputation and discuss strategies for maintaining and enhancing brand image. Finally, we'll examine how product quality influences customer loyalty and the ethical responsibility of delivering products that meet or exceed customer expectations."



- Explain the following topics:
 - Legal and Ethical Implications of Product Safety and Environmental Considerations Refer to PH Fig.9.3
 - o Positive and Negative Impacts of Product Quality, Considering Aspects Refer to PH Fig.9.4
 - Role of Product Quality in Shaping Brand Reputation and Strategies for Maintaining and Enhancing Brand Image - Refer to PH Table.9.6 – 9.7
 - Impact of Product Quality on Customer Loyalty and Ethical Responsibility to Deliver Products that Meet or Exceed Customer Expectations

 – Refer to PH Fig. 9.5 - 9.7
 - Structured Models for Measuring and Maintaining Merchandise Quality Refer to PH Table.9.8 – 9.9
 - o Role of AI and IoT in Quality Control
 - Case Studies



• Conduct an activity to help participants develop an interactive quality assessment task where learners evaluate product samples based on key performance metrics.

- Activity

Objective	The purpose of this activity is to evaluate product quality based on key performance metrics and develop a quality improvement plan that aligns product performance with customer expectations and brand standards.
Materials Required	Product quality data sheet with metrics for ethnic wear, packaged sweets, and festive décor Whiteboard or flip chart Markers, paper, and pens Handouts on quality control tools (e.g., Al, IoT)
Steps/Procedure	 1. Scenario Introduction: Present the quality assessment scenario detailing three product categories for the upcoming Diwali promotion, including metrics such as Defect Rate, Return Rate, CSAT, and OTD, alongside benchmark values. 2. Data Analysis: In small groups, review the provided data and identify quality gaps by comparing each category's performance against the benchmarks. 3. Brainstorm Corrective Actions: Propose actionable corrective measures (e.g., additional inspections, supplier renegotiations) to address identified issues. 4. Technology Integration: Suggest how tools like AI and IoT can be leveraged to improve future quality control processes. 5. Presentation & Discussion: Each group presents their quality improvement plan, followed by a group discussion and facilitator feedback.

Continued

Conclusion / What Has Been Achieved

The participants will developed a comprehensive quality improvement plan that not only identifies gaps in product performance but also offers actionable strategies and technological enhancements to ensure quality aligns with customer expectations and brand standards.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- What are the legal consequences of non-compliance with product safety and environmental regulations?
- How does product quality impact brand reputation and customer loyalty?
- Why is transparency an essential ethical obligation for businesses regarding product safety?
- What strategies can companies use to maintain and enhance their brand image through product quality?
- How did Nestlé India manage the Maggi noodles controversy to regain consumer trust?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize / 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 9.3: Commercial Implications of Quality and Compliance

Unit Objectives 6



At the end of this unit, the trainee will be able to:

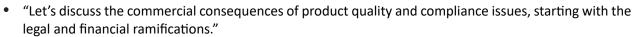
1. Explain the commercial consequences of product quality and compliance issues, including legal and financial ramifications

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.



Explain

- Explain the following topics:
 - o Commercial Consequences of Product Quality and Compliance Issues Refer to PH Table.9.10
 - Balancing Cost and Quality in Sourcing Decisions- Refer to PH Table.9.11
 - Financial Risks of Non-Compliance and Poor Quality- Refer to PH Table.9.12
 - **Case Studies**



• Conduct an activity to help participants develop a hands-on financial simulation where learners calculate the cost impact of quality issues and propose solutions.

Activity

Objective	The purpose of this activity is to assess the financial implications of quality and compliance decisions, helping learners balance quality assurance investments with cost efficiency.
Materials Required	Financial data sheet (scenario provided) Calculator or spreadsheet software (Excel, Google Sheets) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	1. Data Review:
	 Examine the given data for Festive Décor and Packaged Sweets, focusing on annual revenue, defect rates, cost of returns/recalls, and quality assurance expenses.
	2. Calculate Total Cost of Quality Issues:
	 Compute total losses from defects using: Total Defect Cost = Cost of Returns/Recalls + Cost of Quality Assurance
	- Compare costs for both categories to identify areas of concern.
	3. Propose Quality Improvement Measures:
	 Suggest strategies to reduce defect rates, such as stricter vendor selection, improved packaging, or increased product inspections.
	4. Analyze Cost-Benefit of Quality Assurance Investment:
	 Assess whether increasing quality assurance spending will lead to lower defect rates and higher profitability.
	 Compare the cost of defects vs. potential savings from quality improvements.
	5. Presentation & Feedback:
	 Learners present their financial plan, explaining how their proposed strategies will reduce losses and improve overall profitability.
Conclusion / What Has Been Achieved	The participants will develop a data-driven financial plan to enhance product quality, minimize losses, and optimize cost efficiency, ensuring business profitability and compliance.

Tips

- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- What are the legal consequences of non-compliance with product quality standards?
- How can poor product quality impact a company's financial performance?
- Why does negative media coverage due to compliance issues affect brand reputation?
- What role does cost-benefit analysis play in sourcing decisions for quality products?
- How did Volkswagen's emissions scandal highlight the financial risks of non-compliance?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 9.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**
- Multiple choice questions:
 - 1. B) Hefty fines and operational restrictions
 - 2. B) Providing clear product labels that disclose allergens
 - 3. B) Quality management systems
 - 4. B) Packaged snacks
 - 5. B) Product recalls
- Answer the following questions:
 - 1. What are the common certification processes for ensuring product quality and compliance in retail?
 - Hint: Refer to Unit 9.1, Section 9.1.1: Certification Processes and Requirements Applicable to Product Quality and Compliance, Ensuring Adherence to Legal Standards.
 - 2. How do environmental and product safety concerns affect a retail brand's image? Hint: Refer to Unit 9.2, Section 9.2.1: Legal and Ethical Implications of Product Safety and **Environmental Considerations.**

- 3. How can product quality issues influence the overall financial performance of a retail store? Hint: Refer to Unit 9.3, Section 9.3.1: Commercial Consequences of Product Quality and Compliance Issues.
- 4. What role does consistent product quality play in long-term brand loyalty for a retail business?

 Hint: Refer to Unit 9.2, Section 9.2.4: Impact of Product Quality on Customer Loyalty and Ethical Responsibility to Deliver Products that Meet or Exceed Customer Expectations.
- 5. Explain how a retailer can balance ethical responsibility with profitability in product safety and environmental matters.

Hint: Refer to Unit 9.2, Section 9.2.2: Positive and Negative Impacts of Product Quality, Considering Aspects Such as Health, Safety, and Sustainability.

Scan the QR codes or click on the link to watch the related videos

www.youtube.com/watch?v=MlssDGB7pJc

ISO Standards (International Organization for Standardization)



www.youtube.com/watch?v=EP9CxRgWDZc

Factories Act, 1948









10. Manage Merchandise for E-Channels

Unit 10.1: Inventory Control and Data-Driven Decisions

Unit 10.2: Market Analysis and Competitive Strategy

Unit 10.3: Product Optimization and Customer Engagement





Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Evaluate frameworks for developing and executing pricing strategies in the online market
- 2. Explain the significance of collaboration with marketing teams, effective communication, and issue resolution, with a strong focus on customer relationship building and retention strategies
- 3. Analyse models for adapting merchandising strategies based on dynamic market shifts and competitor actions
- 4. Demonstrate ability to develop a strategic inventory management plan
- 5. Prepare a data-driven decision-making strategic plan to optimize stock level and adjustments in response to current market trends and competitive activities

Unit 10.1: Inventory Control and Data-Driven Decisions

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Explain the importance of inventory control strategies, emphasizing the prevention of overstocking and stockouts
- 2. Analyse the principles guiding the use of data analytics for demand forecasting and stock level optimization
- 3. Explain the characteristics of the frameworks that support the integration of e-commerce and inventory management software for operational efficiency

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

Start the class by saying, "Let's discuss the importance of inventory control strategies, focusing on how they help prevent overstocking and stockouts. We'll analyze the principles of using data analytics for demand forecasting and stock level optimization, ensuring businesses maintain the right inventory levels. Additionally, we'll explore the frameworks that integrate e-commerce with inventory management software, enhancing operational efficiency and streamlining supply chain processes."



- Explain the following topics:
 - Importance of Inventory Control Strategies, Emphasizing Prevention of Overstocking and Stockouts— Refer to PH Fig.10.1
 - Principles Guiding the Use of Data Analytics for Demand Forecasting and Stock-Level Optimization
 Refer to PH Table 10.1
 - Characteristics of Frameworks that Support Integration of E-Commerce and Inventory Management
 Software for Operational Efficiency Refer to PH Table 10.2
 - o Benefits of Integration Frameworks Refer to PH Fig.10.2
 - o Structured Approaches to E-Commerce Inventory Management- Refer to PH Table 10.3
 - o Al-Powered Demand Forecasting and Predictive Analytics- Refer to PH Table 10.4
 - Case Studies



• Conduct an activity to help participants develop an interactive inventory optimization exercise where learners analyse stock data and suggest improvements.

- Activity

he purpose of this activity is to analyze inventory data and propose strategies
o optimize stock levels, ensuring product availability while minimizing waste nd inefficiencies.
nventory data sheet (scenario provided) preadsheet software (Excel, Google Sheets) Vhiteboard or flip chart Markers, paper, and pens
 Data Review: Examine the provided data for Electronics, Fashion, and Groceries. Note current stock levels, forecasted demand, stockout rates, and shrinkage ates. Identify Stock Adjustment Needs: Determine which categories require stock replenishment (e.g., Electronics with a shortfall between current stock and forecasted demand) and which may need stock reduction or reallocation (e.g., Fashion, with excess inventory elative to forecasted demand). Propose Risk Reduction Measures: Recommend measures to reduce shrinkage and stockout rates, such as implementing improved demand forecasting techniques, IoT-based inventory racking, and regular stock audits. Optimize Inventory Allocation: Develop an inventory allocation strategy for multi-warehouse management,
ete . I De /it ela . F Re mp rac . (

Continued

	5. Presentation & Feedback: - Present the proposed inventory management plan to the group, discussing how the strategies align with the data insights and business objectives.
Conclusion / What Has Been Achieved	The participants will develop a comprehensive inventory management plan that reduces waste, minimizes stockouts, and aligns stock levels with forecasted demand, thereby enhancing operational efficiency and customer satisfaction.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What are the key objectives of inventory control strategies in preventing overstocking and stockouts?
- How does Just-in-Time (JIT) inventory management help reduce storage costs in retail?
- What role does historical data analysis play in demand forecasting and stock-level optimization?
- How does real-time inventory tracking improve operational efficiency in e-commerce?
- What are the essential characteristics of integration frameworks that connect e-commerce with inventory management systems?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize | 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 10.2: Market Analysis and Competitive Strategy

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Discuss the concepts for monitoring the e-retail landscape, including competitors' products, pricing, and strategies
- 2. Analyse the models for adapting merchandising strategies based on market shifts and competitor actions
- 3. Evaluate the frameworks for developing and executing pricing strategies to maximize profitability in the online market

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"In today's session, let's explore the key concepts for monitoring the e-retail landscape, focusing on tracking competitors' products, pricing, and strategies to stay competitive. We'll analyze different models for adapting merchandising strategies in response to market shifts and competitor actions. Lastly, we'll evaluate the frameworks used to develop and execute pricing strategies that maximize profitability in the online market."



- Explain the following topics:
 - o Concepts for Monitoring E-Retail Landscape—Refer to PH Fig.10.3
 - Models for Adapting Merchandising Strategies Based on Market Shifts and Competitor Actions
 - Framework Evaluation for Developing and Executing Pricing Strategies to Maximize Profitability in
 Online Market Refer to PH Table 10.5-10.6
 - Structured Market Research Methodologies
 - AI-Driven Tools for Competitive Analysis
 - How AI Enhances Market Analysis
 - Case Studies



• Conduct an activity to help participants develop a practical competitive benchmarking exercise where learners compare merchandise pricing and performance across digital marketplaces.

- Activity

Objective	The purpose of this activity is to compare merchandise pricing and performance across digital marketplaces and develop actionable, data-driven strategies for launching a new premium ethnic wear product line.
Materials Required	Competitor data table (provided in the scenario) Access to AI tools (e.g., SEMrush, Google Trends) Spreadsheet software (Excel/Google Sheets) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	1. Scenario Introduction:
	- Introduce the scenario: An e-commerce retailer is launching a new premium ethnic wear product line and needs to benchmark against competitors.
	2. Data Analysis:
	- Review the provided competitor data including traffic sources, pricing, promotional offers, and customer feedback for Competitor A, B, and C.
	3. Competitive Benchmarking:
	- Analyze competitors' strengths and weaknesses by comparing their pricing strategies, promotional tactics, and customer sentiment.
	4. Strategy Development:
	- In groups, propose pricing and promotional strategies for the new product line that balance competitiveness and customer expectations.
	5. Al Tools Integration:
	- Identify and discuss AI tools (e.g., SEMrush, Google Trends) that can further refine these strategies through data insights.

Continued

	6. Presentation & Discussion:
	 Each group presents their competitive strategy, highlighting key findings and actionable recommendations. Facilitate a group discussion to compare approaches and consolidate best practices.
Conclusion / What Has Been Achieved	The participants will develop a comprehensive, data-driven competitive strategy by leveraging competitor analysis and AI tools. They gain practical experience in balancing pricing, promotional offers, and customer feedback to optimize merchandise performance in a digital marketplace.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- Why is monitoring the e-retail landscape crucial for businesses in a competitive market?
- How does the SWOT analysis model help businesses adapt their merchandising strategies?
- What role does predictive analytics play in forecasting market trends for e-retailers?
- How does the competitor benchmarking model assist businesses in refining their pricing and marketing strategies?
- What are the key benefits of using a dynamic pricing framework in online retail?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize /



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 10.3: Product Optimization and Customer Engagement

Unit Objectives 6

At the end of this unit, the trainee will be able to:

- 1. Discuss the fundamentals for optimizing product listings for SEO and enhancing user experience
- 2. Explain the significance of collaboration with marketing teams, effective communication, and issue resolution, with a focus on customer relationship building and retention strategies

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.

Let's explore the fundamentals of optimizing product listings for SEO to enhance visibility and improve the user experience. We'll also discuss the significance of collaboration with marketing teams, ensuring effective communication and issue resolution. Finally, we'll focus on strategies for building strong customer relationships and retention to drive long-term business growth."

Explain



- Explain the following topics:
 - o Fundamentals for Optimizing Product Listings for SEO and Enhancing User Experience-Refer to PH Table 10.10
 - Fundamentals for Enhancing User Experience (UX)—Refer to PH Table 10.11
 - o Significance of Collaboration with Marketing Teams, Effective Communication, and Issue Resolution,

for Customer Relationship Building and Retention Strategies – Refer to PH Table 10.12

- o SEO and Digital Merchandising Techniques—Refer to PH Table 10.13-10.14
- o Customer Engagement Models and Techniques Refer to PH Table 10.15-10.16
- o Case Studies

Do

• Conduct an activity to help participants develop a hands-on digital merchandising exercise where learners optimize an e-commerce product listing using real-time data insights.

— Activity

Objective	The purpose of this activity is to optimize a product listing using real-time data insights.
Materials Required	Retail product listing data (scenario provided) Keyword research tools (e.g., Google Keyword Planner) Image and video editing software A/B testing platform (e.g., Optimizely or similar) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	 1. Analyze Current Performance: Review the provided data: CTR (3% vs. benchmark 5%), Conversion Rate (8% vs. benchmark 12%), and Search Ranking (12th vs. Top 5). 2. Keyword Research: Use keyword research tools to identify high-ranking terms for improving the product title and description. 3. Visual Improvements: Suggest enhancements to product visuals, including updating images and adding engaging video content. 4. Social Commerce Strategy: Propose a social commerce plan (e.g., leveraging user-generated content or hosting live shopping events) to boost engagement. 5. A/B Testing: Develop and execute an A/B testing plan for new product titles and images to measure their impact on CTR and conversion rates. 6. Evaluation: Analyze A/B test results and recommend further adjustments based on data insights.
Conclusion / What Has Been Achieved	This exercise enables participants to apply data-driven strategies to enhance digital merchandising. By optimizing product listings through keyword research, visual improvements, social commerce tactics, and A/B testing, they gain practical skills to boost CTR, improve search rankings, and increase conversion rates.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What is the significance of keyword optimization in improving product listings for SEO?
- How does mobile responsiveness enhance the user experience in e-commerce?
- Why is collaboration with marketing teams important for aligning product listings with promotional strategies?
- What role does social media integration play in driving traffic to e-commerce product listings?
- How can effective internal communication contribute to better customer issue resolution in retail businesses?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 1



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise 2



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 10.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**
- Multiple choice questions:
 - 1. b) By providing real-time stock updates and automating tasks
 - 2. b) Safety Stock
 - 3. c) Penetration Pricing Framework
 - 4. b) To remain competitive in price-sensitive markets
 - 5. b) By providing keyword research and SEO insights for better visibility

• Answer the following questions:

1. Why is preventing stockouts crucial for a retail business?

Hint: Refer to Unit 10.1, Section 10.1.1: Importance of Inventory Control Strategies, Emphasizing Prevention of Overstocking and Stockouts

2. What are the potential consequences of poor collaboration between retail merchandise managers and marketing teams in building customer relationships?

Hint: Refer to Unit 10.3, Section 10.3.2: Significance of Collaboration with Marketing Teams, Effective Communication, and Issue Resolution for Customer Relationship Building and Retention Strategies

- 3. How can poor SEO practices negatively impact the user experience on an e-commerce platform?

 Hint: Refer to Unit 10.3, Section 10.3.1: Fundamentals for Optimizing Product Listings for SEO and Enhancing User Experience
- 4. What factors should a retail manager monitor in the e-retail landscape?

 Hint: Refer to Unit 10.2, Section 10.2.1: Key Concepts for Monitoring the E-Retail Landscape
- 5. How does integrating e-commerce and inventory management software improve operational efficiency?

Hint: Refer to Unit 10.1, Section 10.1.3: Characteristics of Frameworks that Support Integration of E-Commerce and Inventory Management Software for Operational Efficiency

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=w6qyekglo8I



www.youtube.com/watch?v=xQWUm_eHjGk

Fundamentals for Enhancing User Experience (UX)

Framework Evaluation for Developing and Executing

Pricing Strategies to Maximize Profitability in Online

Market









11. Provide Leadership to the Team

Unit 11.1: Leadership Styles and Team Management

Unit 11.2: Coaching, Feedback, and Creativity

Unit 11.3: Goal Setting and Social Media Monitoring





Key Learning Outcomes



At the end of this module, the trainee will be able to:

1. Demonstrate leadership skills

Unit 11.1: Leadership Styles and Team Management

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Discuss the role of leadership in guiding and managing teams within the retail sector
- 2. Describe the characteristics of various leadership styles and their applicability in the ever-changing world of retail business
- 3. State the impact of leadership styles on team performance and innovation
- 4. List the ways to motivate staff and encourage team members

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.



Start the class by saying, "This unit will help you to understand the role of leadership in managing and guiding teams within the retail sector. We'll explore various leadership styles and how they apply in the ever-evolving retail landscape. Additionally, we'll examine the impact of leadership styles on team performance and innovation. Finally, we'll look at effective ways to motivate staff and encourage teamwork for a productive work environment."

Explain



- Explain the following topics:
 - o Role of Leadership in Guiding and Managing Teams Within the Retail Sector- Refer to PH Table
 - Characteristics of Various Leadership Styles and Their Applicability in the Ever-changing World of Retail Business—Refer to PH Fig. 11.1 – 11.2., Table 11.3
 - New Leadership Positions and Technology-Driven Retail Operations—Refer to PH Table 11.4-11.5
 - o Impact of Leadership Styles on Team Performance and Innovation - Refer to PH Fig. 11.3 11.4
 - o Drawbacks of Leadership Philosophies and Strategies to Overcome Them-Refer to PH Table 11.6
 - o Ways to Motivate Staff and Encourage Team Members Refer to PH Fig. 11.5
 - Methods for Fostering Intrinsic Motivation
 - o Motivational Strategies for Different Generations



Conduct an activity to help participants understand the role of leadership in guiding and managing teams within the retail sector.

Activity

Objective	The purpose of this activity is to help participants understand the importance of leadership in the retail sector, develop key leadership strategies, and apply these skills in practical, real-world scenarios relevant to the role of a Retail Merchandise Manager.
Materials Required	Handouts or slides on core leadership skills (communication, decision-making, conflict resolution, empathy, and delegation) Case study examples from retail companies (e.g., Future Group, Flipkart, Reliance Retail, Tanishq, BigBasket) Whiteboard or flip chart Markers, paper, and pens Role-play scenario cards
Steps/Procedure	 1. Introduction: - Present an overview of the role of leadership in retail and discuss its impact on team motivation, decision-making, and adaptability. - Introduce the core leadership skills using the provided examples and tables.
	 2. Group Activity: Divide participants into small groups. Assign each group one or two specific leadership skills (e.g., communication and empathy). Provide each group with a retail scenario that requires effective leadership (e.g., managing a festive sales event with operational challenges).

Continued

3. Role-Play Exercise:

- Each group selects a participant to act as the Retail Merchandise Manager.
- Using the assigned leadership skills, the leader guides the team through the scenario by addressing issues such as customer service challenges, inventory shortages, or internal conflicts.

4. Feedback & Discussion:

- After the role-play, each group discusses what leadership strategies were applied and the outcomes achieved.
- Facilitators provide constructive feedback and highlight best practices for each leadership skill.

5. Reflection & Presentation:

- Each group prepares a brief presentation summarizing their approach, key challenges faced, and the impact of their leadership strategies on resolving the scenario.

Conclusion / What Has Been Achieved

This exercise helps participants develop and practice essential leadership skills in a retail context. Learners gain practical experience in managing teams, making informed decisions, and resolving conflicts, which enhances their ability to lead effectively as Retail Merchandise Managers. The activity fosters improved team engagement, operational efficiency, and a strategic approach to retail challenges.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- How does effective leadership contribute to team motivation and adaptability in the retail sector?
- What are the key roles of leadership in aligning teams with organizational goals in retail?
- How does hybrid leadership help retail businesses navigate evolving market trends and customer expectations?
- What emerging leadership roles are shaping the future of technology-driven retail operations?
- How do different leadership styles impact team performance and innovation in the retail sector?

- Notes for Facilitation 🗐



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 11.2: Coaching, Feedback, and Creativity

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Explain the importance of coaching and providing constructive feedback to team members
- 2. Discuss the characteristics of various coaching styles
- 3. State the importance of recognizing and encouraging creativity in the team
- 4. Describe the significance of teamwork, including its impact on productivity and customer engagement

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"In today's session, let's explore the importance of coaching and providing constructive feedback to team members, ensuring their growth and performance improvement. We'll explore different coaching styles and how they can be applied effectively in a retail setting. Additionally, we'll highlight the importance of recognizing and encouraging creativity within the team. Lastly, we'll examine the significance of teamwork, focusing on its impact on overall productivity and customer engagement."

Explain

- Explain the following topics:
 - Importance of Coaching and Providing Constructive Feedback to Team Members Refer to PH Fig.11.6
 - o Establishing a Structure for Giving Constructive Feedback Refer to PH Table.11.9-11.10
 - Characteristics of Various Coaching Styles Refer to PH Table.11.11 11.13
 - o Importance of Recognizing and Encouraging Creativity in the Team-Refer to PH Fig.11.7
 - o Encouraging Exploration & Learning from Failure in Retail Teams
 - Significance of Teamwork Including its Impact on Productivity and Customer Engagement

 Refer to PH Fig.11.8
 - Cross-Functional Collaboration in Retail: Success Stories & Overcoming Challenges- Refer to PH Table.11.17 – 11.18

Do

• Conduct an activity to help participants understand the structuring and delivering constructive feedback in retail.

- Activity

Objective	The purpose of this activity is to help learners develop skills in providing and receiving constructive feedback using the SBI (Situation-Behavior-Impact) model, both in in-person and remote retail environments.
Materials Required	 - Handouts or slides explaining the SBI model and remote feedback techniques - Case study examples from retail companies - Role-play scenario cards - Access to online communication tools (if conducting remote feedback practice)
Steps/Procedure	 Introduction to Constructive Feedback: Explain why structured feedback is essential for employee performance and customer service in retail. Introduce the SBI model and discuss best practices for giving fair and growth-oriented feedback. Group Activity – Practicing the SBI Model: Divide learners into pairs or small groups. Provide each group with different retail workplace scenarios (e.g., customer service handling, inventory management, sales performance). Each group will use the SBI model to structure their feedback and present it. Remote Feedback Techniques – Simulation Exercise: Assign different remote feedback techniques (e.g., virtual meetings, chatbased feedback, recorded video feedback) to each group. Groups will simulate a feedback session using their assigned technique.

Continued

	 4. Presentation & Discussion: Each group presents their feedback scenario and how they structured their response. Discuss the effectiveness of each feedback method and how it impacts employee motivation and improvement.
Conclusion / What Has Been Achieved	This activity enables learners to practice delivering constructive feedback effectively using the SBI model. By applying different feedback techniques in both physical and remote settings, learners gain valuable communication skills essential for managing retail teams efficiently.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

- What is the SBI model, and how does it help in giving constructive feedback in retail?
- How can Al-driven insights enhance coaching effectiveness in retail teams?
- What are the key characteristics and applicability of different coaching styles in retail?
- How can retail businesses encourage exploration and learning from failure among employees?
- What digital collaboration tools can be used to foster creativity and innovation in retail teams?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize | 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 11.3: Goal Setting and Social Media Monitoring

Unit Objectives



At the end of this unit, the trainee will be able to:

- 1. Discuss the importance of developing SMART team objectives
- 2. Methods of monitoring social networking site advertising campaigns
- 3. Identify changes that might be required for a social networking advertising campaign based on monitoring results

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster



- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.



"Let's explore the importance of developing SMART team objectives to ensure clarity and effectiveness in goal setting. We'll also explore various methods for monitoring social networking site advertising campaigns, ensuring they align with performance expectations. Lastly, we'll identify potential changes that might be required based on monitoring results, allowing for strategic adjustments to improve campaign outcomes."

Explain



- Explain the following topics:
 - o Importance of Developing SMART Team Objectives—Refer to PH Fig.11.9
 - SMART Objectives in Iterative, Long-Term Retail Projects- Refer to PH Table.11.19-11.20
 - Methods to Monitor Social Networking Site Advertising Campaigns- Refer to PH Table.11.21

- Changes Required for Social Networking Site Advertising Campaigns Based on Monitoring Results-Refer to PH Table.11.22
- o Case Study



• Conduct an activity to help participants on how to apply SMART Objectives in Iterative, Long-Term Retail Projects.

— Activity

Objective	The purpose of this activity is to help learners understand how to develop and apply SMART objectives in iterative, long-term retail projects using agile methodologies. Participants will create their own SMART objectives and integrate them with agile principles to enhance retail project management.
Materials Required	 Handouts or slides explaining SMART objectives and agile methodologies in retail Case studies of retail projects (e.g., Al-driven shopping, quick commerce, sustainability initiatives) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	 Introduction to SMART Objectives: Explain each component of SMART (Specific, Measurable, Achievable, Relevant, Time-bound) using examples from retail. Introduction to Agile Methodologies:
Conclusion / What Has Been Achieved	This activity enables learners to develop clear, measurable, and adaptable retail project objectives. By integrating agile methodologies, they gain handson experience in managing iterative improvements, ensuring long-term project success in the dynamic retail environment.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

- Ask



- What does the SMART framework stand for in setting team objectives?
- How do SMART objectives help in managing long-term retail projects?
- Why is integrating SMART goals with agile methodologies beneficial in retail?
- What are some key performance metrics used to monitor social networking site advertising campaigns?
- How can businesses modify their social media advertising strategy based on monitoring insights?

- Notes for Facilitation 🗏



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise 2



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 11.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**
- Multiple choice questions:
 - 1. c) Transformational Leadership
 - 2. b) By hiring additional staff
 - 3. c) Aligning employees' efforts with organizational goals
 - 4. d) Directive Coaching
 - 5. c) Instagram Insights

- Answer the following questions:
 - 1. What are two key responsibilities of a retail leader in managing their team effectively? Hint: Refer to Unit 11.1, Section 11.1.1: Role of Leadership in Guiding and Managing Teams Within the Retail Sector
 - 2. What coaching styles can a retail leader use, and how do they impact employee performance?

 Hint: Refer to Unit 11.2, Section 11.2.2: Characteristics of Various Coaching Styles and Their Impact on Employee Performance
 - 3. When monitoring a social networking site advertising campaign, what changes might be necessary to improve its effectiveness?

Hint: Refer to Unit 11.3, Section 11.3.3: Changes Required for Social Networking Site Advertising Campaigns Based on Monitoring Results

4. How can a retail manager monitor the effectiveness of social networking site advertising campaigns?

Hint: Refer to Unit 11.3, Section 11.3.2: Methods to Monitor Social Networking Site Advertising Campaigns

5. Why is teamwork important in the retail sector, and how does it impact customer engagement?

Hint: Refer to Unit 11.2, Section 11.2.4: Significance of Teamwork Including Its Impact on Productivity and Customer Engagement

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=7KWxRJnOs-E



www.youtube.com/watch?v=_z7AC8yJxRU

Ways to Motivate and Encourage Staff



www.youtube.com/watch?v=r9iD6GD0s6I



www.youtube.com/watch?v=EGvI1BTCm5w

Importance of Recognizing and Encouraging Creativity











12. Use Artificial Intelligence (AI) for Planning a Merchandise Strategy

Unit 12.1: AI Tools for Demand Forecasting and Customer Insights

Unit 12.2: Al in Pricing, Assortment Planning, and Supply Chain

Unit 12.3: Al in Customer Segmentation and Market Trends



RAS/N0711

Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Demonstrate proficiency in identifying and selecting appropriate AI tools, data analytics platforms, and machine learning libraries for specific merchandising applications
- 2. Articulate comprehensive insights into the impact of AI algorithms on demand forecasting, showcasing the ability to analyze historical sales data, customer behavior, and external factors for accuracy
- 3. Prepare a strategic framework for leveraging AI in analyzing customer preferences, purchase history, and online behavior to create personalized product recommendations, emphasizing both the role and benefits

Unit 12.1: AI Tools for Demand Forecasting and Customer Insights

Unit Objectives



At the end of this unit, the trainee will be able to:

- 1. Describe the role of various AI tools, data analytics platforms, and machine learning libraries specific to merchandising applications
- 2. Discuss the role of Al algorithms in analyzing the historical sales data, customer behavior, and external factors to provide more accurate demand forecasts
- 3. Explain the role and benefits of AI in analyzing customer preferences, purchase history, and online behavior to create personalized product recommendations

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.



Start the class by saying, "Let's explore the role of various AI tools, data analytics platforms, and machine learning libraries that are transforming merchandising applications. We'll discuss how AI algorithms analyze historical sales data, customer behavior, and external factors to generate more accurate demand forecasts. Finally, we'll examine how AI enhances personalization by analyzing customer preferences, purchase history, and online behavior to offer tailored product recommendations, ultimately improving sales and customer satisfaction."

Explain



- Explain the following topics:
 - Role of Various AI Tools, Data Analytics Platforms, and Machine Learning Libraries Specific to Merchandising Applications

 Refer to PH Table 12.1
 - Role of Al Algorithms in Analyzing Historical Sales Data, Customer Behaviour, and External Factors to Provide More Accurate Demand Forecasts- Refer to PH Fig.12.1-12.3
 - Role and Benefits of AI in Analyzing Customer Preferences, Purchase History, and Online Behavior to Create Personalized Product Recommendations- Refer to PH Table.12.2-12.3
 - o Al Forecasting Models for Demand Planning- Refer to PH Table.12.4-12.5
 - o Al Tools for Customer Insights- Refer to PH Table.12.6
 - Case Studies

Do

• Conduct an activity to help participants develop an interactive exercise where learners analyse Algenerated demand forecasts and adjust inventory planning.

- Activity

Objective	The purpose of this activity is to enable participants to interpret AI-generated forecasts and adjust inventory planning to minimize stockout risks and improve demand fulfillment.
Materials Required	Al-generated demand forecast data (provided in the scenario) Spreadsheet software (Excel, Google Sheets) Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	 1. Scenario Introduction: Explain the Al-generated demand forecast and its impact on inventory planning for a Diwali sale. 2. Data Analysis: Review the forecasted demand, current inventory levels, replenishment lead times, and stockout risks for each category. 3. Stock Replenishment Prioritization: Identify which categories (e.g., packaged sweets and ethnic wear) require urgent replenishment based on high stockout risks. 4. Risk Management Strategies: Develop strategies such as regional inventory reallocation, expedited supplier shipping, and demand redistribution. 5. Al-Driven Forecast Optimization: Suggest improvements in Al forecasting accuracy using past sales trends, customer behavior analysis, and external market factors. 6. Presentation & Discussion: Each group presents their optimized inventory plan, explaining their rationale and proposed improvements.

Continued

Conclusion / What Has Been Achieved

This exercise equips learners with data-driven decision-making skills for inventory planning. By leveraging Al-generated insights, they develop strategies to reduce stockout risks, improve replenishment efficiency, and enhance demand fulfillment for large-scale retail events.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- How do Al-powered recommendation engines enhance customer experience in retail merchandising?
- What role do demand forecasting tools play in optimizing stock levels for retailers?
- How does AI help in price optimization for e-commerce platforms like Swiggy and Flipkart?
- What are the benefits of using visual search tools in online retail platforms?
- How does Al-driven customer behavior analysis improve personalized product recommendations?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 12.2: Al in Pricing, Assortment Planning, and Supply Chain

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Discuss the benefits of using AI to analyze market trends, competitor pricing, and customer demand to optimize pricing strategies dynamically
- 2. Discuss the benefits of using AI in automating assortment planning based on factors such as seasonality, regional preferences, and sales data
- 3. Explain how AI can enhance supply chain efficiency by predicting lead times, identifying potential disruptions, and optimizing logistics

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"In today's session, let's discuss how AI is revolutionizing merchandising strategies. We'll explore the benefits of using AI to analyze market trends, competitor pricing, and customer demand, enabling dynamic pricing optimization. Next, we'll examine how AI automates assortment planning by considering factors like seasonality, regional preferences, and sales data. Finally, we'll analyze how AI enhances supply chain efficiency by predicting lead times, identifying potential disruptions, and optimizing logistics, ensuring seamless operations and improved profitability."



Explain the following topics:

- Benefits of Using AI to Analyze Market Trends, Competitor Pricing, and Customer Demand to Optimize Pricing Strategies Dynamically

 Refer to PH Table 12.6
- Benefits of Using AI in Automating Assortment Planning Based on Seasonality, Regional Preferences, and Sales Data - Refer to PH Table.12.7
- Ways AI Can Enhance Supply Chain Efficiency by Predicting Lead Times, Identifying Potential Disruptions, and Optimizing Logistics—Refer to PH Table.12.8
 - o Al-Powered Pricing Strategies—Refer to PH Table.12.9 -12.10
 - o Al in Assortment Planning—Refer to PH Table.12.11-12.12
 - o Al in Supply Chain Optimization—Refer to PH Table.12.13-12.14
 - Case Studies



• Conduct an activity to help participants to develop an AI simulation exercise where learners adjust pricing and assortment based on real-time AI recommendations.

Activity

Objective	The purpose of this exercise is to enable learners to adjust pricing and assortment decisions using AI recommendations to maximize revenue and improve stock turnover.
Materials Required	Al recommendation data (provided in the scenario) Spreadsheet software (Excel, Google Sheets) or data visualization tools Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	 1. Scenario Introduction: Introduce the scenario: A retailer planning a promotional campaign for festive décor and ethnic wear, along with AI recommendations for pricing and inventory. 2. Data Analysis: Review the provided data for each category, including Current Price, AI Suggested Price, Stock Available, and Stock Replenishment Lead Time. 3. Pricing Adjustment: Adjust the pricing for each category based on AI suggestions, considering the impact on revenue and stock turnover. 4. Stock Replenishment Strategy: Propose stock replenishment strategies that align with forecasted demand and account for replenishment lead times. 5. Assortment Optimization: Analyze regional trends and optimize the product assortment plan to improve category performance.

Continued

	6. Presentation & Discussion:Present the final pricing, replenishment, and assortment strategies to peers and facilitators for feedback.
Conclusion / What Has Been Achieved	This exercise enables learners to integrate AI insights into strategic retail decision-making. By adjusting pricing, planning effective stock replenishment, and optimizing product assortment, learners develop actionable strategies to enhance profitability and customer satisfaction.



- How does Al-driven dynamic pricing help retailers stay competitive?
- What role does AI play in optimizing assortment planning based on regional preferences?
- How can AI predict supply chain disruptions and improve logistics efficiency?
- What are some key AI tools used for pricing optimization in retail?
- How does AI enhance personalized pricing for customers in e-commerce?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 12.3: Al in Customer Segmentation and Market Trends

Unit Objectives



At the end of this unit, the trainee will be able to:

1. Discuss the benefits of using AI to analyze customer data and segment customers based on demographics, preferences, and behavior

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.

"Let's explore how AI enhances customer data analysis and segmentation. We'll discuss the benefits of using AI to analyze large volumes of customer data, identifying patterns in demographics, preferences, and behavior."

Explain

- Explain the following topics:
 - o Benefits of Using AI to Analyze Customer Data and Segment Customers Based on Demographics, Preferences, and Behaviours-Refer to PH Table 12.15
 - o Al-Powered Customer Segmentation Techniques Refer to PH Table 12.16 12.19
 - Case Studies



• Conduct an activity to help participants to develop an Al-powered customer segmentation exercise where learners analyse customer datasets to create targeted marketing strategies.

Activity

Objective	The purpose of this activity is to enable learners to analyze customer datasets using RFM (Recency, Frequency, Monetary) analysis and Al-powered tools to create targeted marketing strategies.
Materials Required	Customer dataset (provided in the scenario) Excel, Python, or AI-powered tools like SEMrush or BuzzSumo Whiteboard or flip chart Markers, paper, and pens
Steps/Procedure	 Understanding RFM Analysis: Briefly explain Recency (Days), Frequency (Purchases), and Monetary (₹) as key metrics for customer segmentation. Customer Segmentation:
Conclusion / What Has Been Achieved	This exercise helps learners apply RFM analysis and AI-driven insights to create targeted marketing plans. By segmenting customers effectively and using data driven strategies, learners enhance their ability to boost engagement and sales during the festive season.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- How does AI help businesses segment customers based on demographics and behavior?
- What are the key benefits of using AI in customer data analysis?
- How does predictive segmentation improve customer retention strategies?
- Which AI techniques are commonly used for customer segmentation in retail?
- How do companies use Al-powered trend forecasting to stay competitive?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Summarize | 2



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 12.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**
- Multiple choice questions:
 - 1. B) Al-powered recommendation engines
 - 2. B) Predict future demand to optimize stock levels
 - 3. C) Al recommends products based on local preferences and purchasing power
 - 4. C) Amazon India offers discounts to Prime members
 - 5. B) Allocating resources to retain and nurture loyal, high-value customers
- Answer the following questions:
 - 1. What is the role of AI in analyzing historical sales data and customer behavior to improve demand forecasts?

Hint: Refer to Unit 12.1, Section 12.1.2: Role of Al Algorithms in Analyzing Historical Sales Data, Customer Behavior, and External Factors to Provide More Accurate Demand Forecasts.

2. How can AI enhance supply chain efficiency in retail merchandising?

Hint: Refer to Unit 12.2, Section 12.2.3: Ways AI Can Enhance Supply Chain Efficiency by Predicting Lead Times, Identifying Potential Disruptions, and Optimizing Logistics.

3. What role does AI play in automating assortment planning based on seasonality, regional preferences, and sales data?

Hint: Refer to Unit 12.2, Section 12.2.2: Benefits of Using AI in Automating Assortment Planning Based on Seasonality, Regional Preferences, and Sales Data.

4. Explain the benefits of using AI to analyze customer preferences and purchase history for personalized product recommendations.

Hint: Refer to Unit 12.1, Section 12.1.3: Role and Benefits of AI in Analyzing Customer Preferences, Purchase History, and Online Behavior to Create Personalized Product Recommendations.

5. How does AI help in optimizing pricing strategies by analyzing market trends, competitor pricing, and customer demand?

Hint: Refer to Unit 12.2, Section 12.2.1: Benefits of Using AI to Analyze Market Trends, Competitor Pricing, and Customer Demand to Optimize Pricing Strategies Dynamically

Scan the QR codes or click on the link to watch the related videos





www.youtube.com/watch?v=x-YXL6jVnHU

www.youtube.com/watch?v=JiI4HfEEKPM

Key Benefits of AI in Dynamic Pricing Strategies



www.youtube.com/watch?v=jgXp1EE4Wms

Data Analytics Platforms for Merchandising









13. Plan Product Development

Unit 13.1: Compliance and Key Stages of Product Development

Unit 13.2: Costing, Feasibility, and Performance

Unit 13.3: Feedback and Contingency Planning



RAS/N0712

Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Explain the legal and compliance requirements for product development
- 2. Explain the key stages of product development, demonstrate a strategic awareness of key considerations in product development including costing
- 3. Prepare a strategic product development plan including conceptualization
- 4. Prepare a comprehensive product development design brief and performance evaluation matrix

Unit 13.1: Compliance and Key Stages of Product Development

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Explain the key legal and ethical compliance requirements and considerations related to product development
- 2. Explain the functions under key stages of product development
- 3. List the key considerations in product development
- 4. Explain the importance of key considerations in product development

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.

Start the class by saying, "This unit will help you to understand the legal and ethical compliance requirements in product development, ensuring adherence to regulations on safety, sustainability, and consumer protection. We'll also explore the key stages of product development, from ideation to launch, along with their critical functions. Additionally, we'll list the major considerations in product development, such as market demand, cost, and innovation, and analyze their importance in creating successful and compliant products."

Explain



- Explain the following topics:
 - Key Legal and Ethical Compliance Requirements and Considerations Related to Product Development – Refer to PH Table 13.1
 - o Functions Under Key Stages of Product Development Refer to PH Table 13.2
 - o Key Considerations in Product Development
 - o Importance of Key Considerations in Product Development

Do



• Conduct an activity to help participants analyze a product development case and identify compliance requirements.

- Activity



Objective	The purpose of this activity is to enable participants to analyze a product development case and ensure alignment with regulatory, quality, and safety compliance standards.
Materials required	 Case study of a new product development scenario (provided) Compliance guidelines and regulatory framework documents (industry-specific) Spreadsheet software (Excel, Google Sheets) Whiteboard or flip chart Markers, paper, and pens
Steps/procedure	 Scenario Introduction: Provide a case study detailing the development of a new consumer electronics product (e.g., a smart home device) or an FMCG product (e.g., a packaged food
	 item). Highlight the key product features, target market, and production process. Compliance Review:
	 Examine the regulatory requirements relevant to the product category (e.g., BIS certification, FSSAI regulations, environmental compliance, consumer safety standards).
	 Identify critical compliance factors such as labeling, safety testing, ingredient/ material restrictions, and sustainability regulations.
	3. Gap Analysis:
	• Compare the current product development specifications with the compliance requirements.
	Identify gaps or potential non-compliance risks.

Continued

	4. Risk Mitigation Strategies:
	 Develop strategies to address compliance gaps, such as modifying materials, revising product labeling, or redesigning components to meet safety standards
	• Consider the impact of compliance adjustments on cost, production timeline, and market launch.
	5. Compliance Audit & Optimization:
	Create a checklist to ensure the product adheres to all required regulations.
	 Suggest improvements to streamline compliance processes, such as early-stage regulatory consultations or AI-based compliance tracking.
	6. Presentation & Discussion:
	 Each group presents their compliance-aligned product development plan, explaining the risks identified and the strategies implemented.
Conclusion / what has been achieved	This exercise equips participants with the ability to critically analyze product development from a compliance perspective.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- How do legal and ethical compliance requirements impact product development decisions?
- What are the key functions performed at each stage of product development?
- Why is market research a crucial consideration in product development?
- How do key considerations in product development influence a product's success in the market?
- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

- Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 13.2: Costing, Feasibility, and Performance

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. List the elements of costing in product development
- 2. Explain the role of elements of costing in product development
- 3. Discuss the techniques for determining market receptiveness, product commercial viability, supply feasibility, and product performance

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.



"In today's session, let's explore the key elements of costing in product development, including material costs, labor, overheads, and distribution expenses. We'll also discuss the role of these costing elements in pricing strategies and profitability. Additionally, we'll examine techniques for assessing market receptiveness, evaluating product commercial viability, ensuring supply feasibility, and measuring product performance to support successful product launches."

Explain



- Explain the following topics:
 - Elements of Costing in Product Development Refer to PH Fig 13.2-13.5
 - Role of Elements of Costing in Product Development Refer to PH Fig 13.7
 - Techniques for Determining Market Receptiveness, Product Commercial Viability, Supply Feasibility and Product Performance



• Conduct an activity to help participants to estimate expenses and revenue projections for a new product.

_ Activity

Objective	The purpose of this activity is to enable participants to estimate expenses and revenue projections for a new product, ensuring financial viability and strategic decision-making.
Materials required	Case study of a new product launch scenario (provided)
	 Costing and pricing templates (Excel, Google Sheets)
	Market research data (hypothetical or real-world references)
	Whiteboard or flip chart
	Markers, paper, and pens
Steps/procedure	1. Scenario Introduction:
	 Provide a case study detailing the launch of a new product (e.g., an eco- friendly consumer gadget or an organic food item).
	Highlight key business goals, target market, and competitive landscape.
	2. Cost Analysis:
	 Identify major cost components such as raw materials, manufacturing, packaging, logistics, marketing, and overheads.
	 Categorize costs into fixed and variable expenses.
	3. Revenue Projections:
	 Estimate potential sales volume based on market trends and competitor benchmarks.
	• Calculate projected revenue considering different pricing strategies (costplus, competitive, penetration pricing, etc.).
	4. Break-even Analysis:
	 Determine the break-even point by analyzing total costs and expected revenue.
	 Identify the minimum sales volume required to achieve profitability.
	5. Feasibility Assessment:
	Evaluate risks and opportunities in launching the product.
	Discuss alternative strategies to optimize costs and maximize revenue.
	6. Presentation & Discussion:
	 Each group presents their costing and feasibility plan, explaining cost assumptions, pricing rationale, and risk mitigation strategies.
Conclusion / what has been achieved	This exercise equips participants with financial planning skills critical for new product launches.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What are the main cost components considered in product development?
- How do costing elements influence pricing and profitability in product development?
- Which techniques are commonly used to assess a product's commercial viability before launch?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 13.3: Feedback and Contingency Planning

Unit Objectives 6

At the end of this unit, the trainee will be able to:

- 1. Discuss the common issues faced in product development and contingency strategies
- 2. Explain the role of, and sources of internal and external feedback in product design and development

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.

"Let's explore the common challenges encountered in product development along with effective contingency strategies to mitigate these risks. We'll also explore the role of internal and external feedback in refining product design and development."

Explain

- Explain the following topics:
 - Common Issues Faced in Product Development and Contingency Strategies Refer to PH Table 0
 - Role and Sources of Internal and External Feedback in Product Design and Development



• Conduct an activity to help participants to analyze a new product launch and identify possible risks.

– Activity

Objective	The purpose of this activity is to enable participants to identify potential risk in a new product launch and develop contingency plans to mitigate these risk ensuring business continuity and resilience.
Materials required	Case study of a new product launch scenario (provided)
·	Risk assessment templates (Excel, Google Sheets)
	Whiteboard or flip chart
	Markers, paper, and pens
Steps/procedure	1. Scenario Introduction:
	 Provide a case study detailing the launch of a new product (e.g., an Alpowered retail solution or a sustainable fashion line).
	 Highlight key challenges such as supply chain disruptions, market competition, or regulatory hurdles.
	2. Risk Identification:
	 List potential risks including supply chain delays, unexpected costs, changing market trends, and compliance issues.
	Categorize risks into financial, operational, strategic, and external factors.
	3. Impact Assessment:
	Analyze the likelihood and severity of each risk.
	 Rank risks based on their potential impact on business operations and profitability.
	4. Contingency Planning:
	 Develop strategies to mitigate identified risks, such as diversifying suppliers, securing backup funding, adjusting marketing strategies, or ensuring regulatory compliance.
	 Create a structured action plan detailing response strategies, responsible teams, and timelines.
	5. Implementation and Monitoring:
	 Discuss how businesses can continuously monitor risks and adjust contingency plans accordingly.
	 Suggest the use of Al-driven analytics to predict and respond to emerging risks in real time.
	6. Presentation & Discussion:
	 Each group presents their risk assessment and contingency plan, explaining the rationale behind their strategies and alternative solutions.
Conclusion / what has been achieved	This exercise equips learners with practical skills to anticipate challenges an implement proactive risk mitigation strategies.



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What are some common challenges in product development?
- How does feedback from internal and external sources contribute to improving product design and development?

- Notes for Facilitation 🗏



- Allow one or two students to answer the guestions.
- Write down the correct answer on the board.



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 13.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**
- Multiple choice questions:
 - 1. C) To restrict the use of single-use plastics
 - 2. C) Trademark Act, 1999
 - 3. B) Factory overheads
 - 4. B) Market surveys and focus groups
 - 5. B) Customer Surveys

• Answer the following questions:

- 1. What are the basic elements of costing in product development?
 - Hint: Refer to Unit 13.2 Section: 13.2.1 Elements of Costing in Product Development
- How does internal feedback from a team improve the product design during development?
 Hint: Refer to Unit 13.3 Section: 13.3.2 Role and Sources of Internal and External Feedback in Product Design and Development
- 3. Explain the importance of adhering to ethical standards in product development, and the potential consequences of non-compliance.
 - Hint: Refer to Unit 13.1 Section: 13.1.1 Key Legal and Ethical Compliance Requirements and Considerations Related to Product Development
- 4. How do market trends influence the key considerations in product development?

 Hint: Refer to Unit 13.2 Section: 13.2.3 Key Considerations in Product Development
- 5. What are common issues that can arise during product development, and what are some strategies to handle them?

Hint: Refer to Unit 13.3 Section: 13.3.1 Common Issues Faced in Product Development and Contingency Strategies

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=CqaFYgRGDmo

www.youtube.com/watch?v=L3RemBg7hyo

Determining Market Receptiveness Elements of Costing in Product Development











14. Use Sustainable Material in All Product Packaging & Fixtures

Unit 14.1: Sustainable Packaging and Space Optimization

Unit 14.2: Certifications, Compliance, and Safety Standards

Unit 14.3: KPIs and Eco-Friendly Practices



Key Learning Outcomes



At the end of this module, the trainee will be able to:

- 1. Reduce the use of packaging of the products manufactured
- 2. Optimize space to reduce fixtures usage
- 3. Re-use the current product packaging and fixtures
- 4. Use of recyclable, reusable & compostable material for product packing and fixtures
- 5. Use material made in eco-factories
- 6. Use the right sized packaging for optimization

Unit 14.1: Sustainable Packaging and Space Optimization

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Discuss the innovative processes that exist to reduce packaging in products
- 2. Explore how to optimize space to ensure fewer fixtures are used
- 3. Describe the different methods of reusing the same packaging and fixtures
- 4. Discuss the different recycled materials available in the market
- 5. Discuss the types of packaging available that are made from compostable material
- 6. Review the types of reusable containers available that can be used as product packaging

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.
- Take the daily attendance.
- Maintain the record of assessment scores.



Start the class by saying, "This unit will help you to understand the innovative processes designed to minimize packaging waste, including lightweight materials and smart design strategies. We'll also discuss how optimizing space can reduce the need for excess fixtures, along with methods for reusing packaging and fixtures effectively. Additionally, we'll review various recycled materials available in the market, compostable packaging options, and the growing trend of reusable containers for sustainable product packaging."

Explain **Explain**

- Explain the following topics:
 - o Innovative Processes to Reduce Packaging in Products Refer to PH Table 14.1
 - o Ways to Optimize Space to Ensure Usage of Lesser Fixtures Refer to PH Table 14.2
 - o Various Methods of Reusing Packaging and Fixtures

Do <

• Conduct an activity to help participants understand different types of compostable packaging materials and their properties.

— Activity

Objective	The purpose of this activity is to enable participants to explore various types of compostable packaging available for retail, analyze their advantages and limitations, and determine suitable applications for different product categories.
Materials required	 Samples or images of different compostable packaging materials (e.g., bioplastics, molded fiber, paper-based packaging, cornstarch-based packaging) Product packaging case studies (provided) Research materials on compostable packaging regulations Whiteboard or flip chart Markers, paper, and pens
Steps/procedure	 Scenario Introduction: Provide an overview of compostable packaging and its role in sustainable retail practices.
	 Introduce case studies of brands using compostable packaging effectively. Exploring Packaging Types:
	 Present different compostable packaging materials, such as bioplastics, bagasse, kraft paper, and mycelium packaging.
	Discuss their composition, biodegradability, and common retail applications.
	3. Comparative Analysis:
	 Compare packaging materials based on key factors: strength, moisture resistance, cost, biodegradability time, and suitability for specific products.
	Identify challenges such as storage conditions and regulatory compliance.
	4. Application Exercise:
	 Assign product categories (e.g., fresh produce, cosmetics, electronics, clothing) to different groups.
	 Have groups select the most suitable compostable packaging type for their assigned category and justify their choice.

Continued

	5. Implementation Considerations:
	 Discuss real-world challenges in switching to compostable packaging, including supply chain limitations and consumer acceptance.
	Suggest Al-driven solutions for optimizing sustainable packaging choices.
	6. Presentation & Discussion:
	 Each group presents their analysis, explaining the rationale behind their packaging selection and any recommended improvements.
Conclusion / what has been achieved	By understanding compostable packaging options, participants enhance their ability to make informed sustainability-focused packaging decisions in retail.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.



- What are some innovative ways companies can reduce packaging waste while maintaining product protection?
- How can optimizing space in retail or storage areas help reduce the need for additional fixtures?
- What are some effective methods for reusing packaging and fixtures to promote sustainability in retail?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Elaborate |



- Elaborate on the following topics:
 - Various Recycled Materials Available in the Market Refer to PH Fig 14.4
 - Types of Packaging Made from Compostable Material Refer to PH Table 14.3 0
 - Types of Reusable Containers That Can Be Used as Product Packaging Refer to PH Table 14.4

Ask

- What are some commonly used recycled materials in product packaging and manufacturing?
- What are some examples of compostable packaging materials used in retail?
- How do reusable containers contribute to sustainable packaging solutions?

- Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 14.2: Certifications, Compliance, and Safety Standards

Unit Objectives 6



At the end of this unit, the trainee will be able to:

- 1. Review the certifications of these factories that classify them as eco-factories
- 2. Determine the various compliances needed as listed by the concerned authorities in respective fields
- 3. Research the types of certifications that exist related to packaging
- 4. Discuss the H&S standards for packaging and the testing methods and general standards followed to ensure safety
- 5. Discuss the H&S standards for fixtures & props and the testing methods and general standards followed to ensure safety

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Enter the class ten minutes before the session begins.
- Welcome and greet the participants.

"In today's session, let's examine the certifications that classify factories as eco-factories and the key compliances required by relevant authorities. We'll also explore various packaging-related certifications and their significance. Additionally, we'll discuss the health and safety (H&S) standards for packaging, including testing methods and general safety protocols. Finally, we'll review the H&S standards for fixtures and props, ensuring they meet safety guidelines through appropriate testing and compliance measures."



- Explain the following topics:
 - o Reviewing Certifications of Factories to Classify Them AS Eco-Factories Refer to PH Table 14.5
 - Various Compliances Required by The Concerned Authorities in Respective Fields Refer to PH Table 14.6
 - o Types of Certifications Available for Packaging



• Conduct an activity to help participants understand the various certifications required for factories to be classified as eco-factories.

– Activity

Objective	The purpose of this activity is to enable participants to understand the various
Objective	certifications required for factories to be classified as eco-factories, analyze their criteria, and evaluate compliance requirements for sustainability standards.
Materials required	Case studies of certified eco-factories
	 Research materials on sustainability certifications (e.g., LEED, ISO 14001 Green Factory Certification)
	Whiteboard or flip chart
	Markers, paper, and pens
Steps/procedure	1. Scenario Introduction:
	 Provide an overview of eco-factories and their role in sustainable manufacturing.
	 Introduce real-world examples of factories that have achieved eco certifications.
	2. Exploring Certification Standards:
	 Present different eco-certifications, such as LEED (Leadership in Energy and Environmental Design), ISO 14001 (Environmental Management Systems) and Green Factory Certification.
	• Discuss the criteria, benefits, and challenges of obtaining these certifications
	3. Comparative Analysis:
	 Compare different certification standards based on key factors: energy efficiency, waste management, carbon footprint reduction, and regulatory compliance.
	 Identify gaps in compliance for a given factory scenario and suggest corrective measures.
	4. Application Exercise:
	 Assign different factory types (e.g., textile, food processing, electronics) to different groups.

Continued

•	Have groups analyze the provided factory data and determine the most suitable eco-certifications it can achieve.								
•	Identify necessary changes or improvements to meet certification standards.								
5.	Implementation Considerations:								

- Discuss the financial and operational impact of adopting eco-certification practices.
- Suggest Al-driven tools for monitoring compliance and sustainability performance.

6. Presentation & Discussion:

• Each group presents their analysis, explaining the rationale behind their certification selection and any recommended improvements.

Conclusion / what has been achieved

The exercise equips participants with knowledge of eco-certifications, enabling them to assess sustainability compliance in manufacturing.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

Ask



- What key certifications indicate that a factory meets eco-friendly manufacturing standards?
- Why is it important for businesses to adhere to regulatory compliances in their industry?
- What are some common certifications that ensure packaging materials meet sustainability and safety standards?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.

Elaborate



- Elaborate the following topics:
 - H&S Standards for Packaging, Testing Methods and General Standards Followed to Ensure Safety –
 Refer to PH Table 14.7 & 14.8
 - H&S Standards for Fixtures and Props, Testing Methods and General Standards Followed to Ensure Safety – Refer to PH Table 14.9 & 14.10

Ask



- What health and safety standards are commonly followed to ensure packaging materials are safe for consumers and the environment?
- Why is it important to follow health and safety standards when designing and testing fixtures and props in retail spaces?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Unit 14.3: KPIs and Eco-Friendly Practices

Unit Objectives ©



At the end of this unit, the trainee will be able to:

- 1. Research the recycling and waste management facilities available in the vicinity
- 2. Research the eco-friendly processes used in factories along with their benefits & limitations
- 3. Research the types of designs of packaging and new packaging available which helps in optimizing space
- 4. Determine the KPIs to report regularly showing the progress and impact of sustainability initiatives taken by the business

Resources to be Used



- Participant Handbook
- Paper, Pens, Notepad, Chart paper
- Computer, Projector
- Whiteboard, Marker, and Duster

- Welcome and greet the students.
- Begin the session with a brief recapitulation of the previous session.

"Let's explore the recycling and waste management facilities available in the vicinity and analyze the eco-friendly processes used in factories, along with their benefits and limitations. We'll also research innovative packaging designs that optimize space and contribute to sustainability. Lastly, we'll determine the key performance indicators (KPIs) necessary for regularly reporting the progress and impact of sustainability initiatives implemented by the business."

Explain **Explain**

- Explain the following topics:
 - Recycling and Waste Management Facilities Available in The Vicinity Refer PH Fig 14.7 & 14.8
 - o Eco-Friendly Processes Used in Factories, Their Benefits and Limitations
 - Types of Designs of Packaging and New Packaging That Help in Optimizing Space Refer PH Fig 14.10 -14.12
 - KPIs to Report Regularly Showing the Progress and Impact of Sustainability Initiatives Taken by the Business



• Conduct an activity to help participants understand the various packaging design types and innovative solutions that optimize space, reduce waste, and improve logistics efficiency in retail.

Activity 🛭

Objective	The purpose of this activity is to enable participants to explore various packaging design types and innovative solutions that optimize space, reduce waste, and improve logistics efficiency in retail.
Materials required	 Samples or images of different packaging designs (e.g., flat-pack, modular collapsible, stackable)
	Case studies on space-efficient packaging solutions
	Research materials on sustainable and ergonomic packaging trends
	Whiteboard or flip chart
	Markers, paper, and pens
Steps/procedure	1. Scenario Introduction:
	 Provide an overview of packaging design trends and their role in space optimization.
	 Introduce real-world examples of brands implementing innovative packaging solutions.
	2. Exploring Packaging Designs:
	 Present different packaging types such as foldable cartons, vacuum-sealed packaging, stackable containers, and flexible pouches.
	 Discuss their composition, efficiency, and impact on logistics and sustainability.
	3. Comparative Analysis:
	 Compare packaging designs based on key factors: durability, storage efficiency, transport cost savings, and environmental impact.
	 Identify challenges in adopting space-optimized packaging and suggest potential solutions.

4. Application Exercise:

- Assign different product categories (e.g., food and beverage, electronics, apparel) to different groups.
- Have groups analyze and select the most effective packaging design for their assigned category.
- Justify their selection based on space optimization and retail requirements.

5. Implementation Considerations:

- Discuss the impact of space-saving packaging on supply chain efficiency, shelf display, and consumer convenience.
- Suggest Al-driven solutions for optimizing packaging design and distribution.

6. Presentation & Discussion:

 Each group presents their packaging selection, explaining the rationale and improvements for optimization.

Conclusion / what has been achieved

The exercise equips participants with insights into space-efficient packaging innovations, fostering awareness of sustainability, logistics efficiency, and cost-effective packaging solutions in retail.

Tips



- Monitor student progress during the activity and provide support as needed.
- Evaluate student understanding through class participation, completion of handouts, and verbal responses during review and application.

- Ask



- How do local recycling and waste management facilities support sustainable business practices?
- What are some eco-friendly manufacturing processes?
- How can innovative packaging designs help optimize space and reduce material usage?
- What key performance indicators (KPIs) are commonly used to measure the success of sustainability initiatives in a business?

Notes for Facilitation



- Allow one or two students to answer the questions.
- Write down the correct answer on the board.



- Summarize the session.
- Prepare a list of participant's doubts if they have any. Encourage them to ask questions.
- Answer their queries.

Exercise 4



- Instruct the trainees to open their Participant Handbook and complete the exercise given in Module 14.
- Ensure that the participants have opened the correct page for the activity.
- Give them 20 minutes to complete the exercise.
- **Exercise Hints:**
- Multiple-choice questions (MCQs):
 - 1. B) Due to rising environmental concerns and regulatory requirements
 - 2. C) Cornstarch-based bags
 - 3. B) LEED Certification
 - 4. B) Submission of an Environmental Impact Assessment (EIA) report
 - 5. C) Promotes sustainable waste management

Answer the following questions:

- 1. What are the benefits of using eco-friendly processes in factories for product manufacturing? Hint: Refer to Unit 14.3 Section: 14.3.2 Eco-Friendly Processes Used in Factories, Their Benefits and Limitations
- 2. Explain the key performance indicators (KPIs) that should be reported to track the progress of sustainability initiatives in retail businesses.
 - Refer to Unit 14.3 Section: 14.3.4 KPIs to Report Regularly Showing the Progress and Impact of Sustainability Initiatives Taken by the Business
- 3. What are the health and safety (H&S) standards for packaging, and how do testing methods ensure compliance with these standards?
 - Refer to Unit 14.2 Section: 14.2.4 H&S Standards for Packaging, Testing Methods and General Standards Followed to Ensure Safety
- 4. Name two types of materials used for packaging that are compostable.
 - Refer to Unit 14.1 Section: 14.1.5 Types of Packaging Made from Compostable Material
- 5. Explain the various certifications available for packaging and the importance of these certifications in retail operations.
 - Refer to Unit 14.2 Section: 14.2.1 Reviewing Certifications of Factories to Classify Them AS Eco-Factories

Scan the QR codes or click on the link to watch the related videos



www.youtube.com/watch?v=30kdbnTzWoU

www.youtube.com/watch?v=Qv6E7LZyapA

Types of Reusable Containers

Packaging Material









15. Employability Skills



DGT/VSQ/N0103

Scan the QR codes or click on the link for the e-books



https://www.skillindiadigital.gov.in/content/list









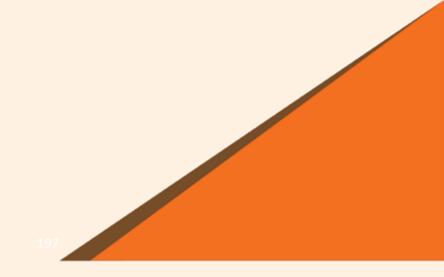
16. Annexure

Annexure I : Training Develpment Plan

Annexure II: Assesment Creteria

Annexure III: QR Codes





Annexure I

Training Delivery Plan

Training Delivery Plan								
Program Name:	Retail Mercha	andise Manager						
Qualification Pack Name & Ref. ID	RAS/Q0701	RAS/Q0701						
Version No.	1.0	Version Update Date	27/08/2024					
Pre-requisites to Training (if any)	 Proficiency in working with MS-Office applications, especially advanced Excel, and usage of internet applications for communication. Proficient in using the software for data analytics & reporting tools, inventory management software, e-commerce platforms, Point-of-Sale (POS) systems, Customer Relationship Management (CRM) tools. 							
Training Outcomes	By the end of this program, the participants will be able to:							
	1. Prepa	re a merchandise strate	gy					
	2. Perfo	rm post-trade analysis						
	3. Prepa	re a merchandise financ	cial plan					
	4. Prepare category financial plan							
	5. Develop a merchandise product range plan							
	6. Perfo	rm negotiation and final	ise arrangements for supply					
	7. Prepa	re a merchandise promo	otional plan					
		onstrate the ability to mailiance	anage merchandise quality and					
	9. Show	how to manage mercha	ndise for e- commerce channels					
	10. Use A	artificial Intelligence (AI)	for Merchandise Management					
	11. Prepare a product development plan							
	12. Demonstrate the ability to use sustainable material in fix- tures and packaging							
	13. Demo	onstrate leadership skills						
	14. Demo	onstrate skills required to	gain employment					
	15. Emplo	oyability Skills						

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours	
1.	Intro- duction to Retail Mer- chandise Manage- ment	Fundamentals of Merchan- dise Manage- ment	 Discuss the fundamentals of merchandise management in retail Identify the role of effective inventory management in retail operations State the importance of product assortment and assortment planning 	RAS/ N0701	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	1 Theory 01: 00 Practi- cal 00: 00	
		Key Compo- nents of Retail Merchandise Management	 Discuss the role of pricing strategies and their impact on retail profitability Discuss the concept of vendor relations and supplier management State the importance of demand forecasting in merchandise planning Recognize the role of technology in modern merchandise management State the importance of ethical and sustainable merchandise management practices in retail 	Cla led Po Po sei Qu & an	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	3 Theory 02: 00 Practi- cal 01: 00	
		f	Roles and KPIs for Merchan- dise Manage- ment	 List the key performance indicators (KPIs) for merchandise management Describe the roles and responsibilities of a Retail Merchandise Manager 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	2 Theory 01: 00 Practi- cal 01: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
2.	Prepare a Mer- chandise Strategy	Understand- ing Merchan- dise Strategy	 Explain the purpose of a retail merchandise strategy State the common objectives and priorities of a retail merchandise strategy 	N0701	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00
		Understand- ing Merchan- dise Strategy	 Explain the purpose of a retail merchandise strat- egy State the common objec- tives and priorities of a retail merchandise strat- egy 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	tor, Laptop/ Computer with inter- net, White Board, Flip Chart, Markers, and duster	2 Theory 00: 00 Practi- cal 02: 00
		Understand- ing Merchan- dise Strategy (Contd)	 Explain the role of organisational decision-makers & strategy influencers and drivers as key-stake-holders Explain the role and interrelationship of key retail functions in merchandise management 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00
		Understand- ing Merchan- dise Strategy (Contd)	 Explain the role of organisational decision-makers & strategy influencers and drivers as key-stake-holders Explain the role and interrelationship of key retail functions in merchandise management 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	2 Theory 00: 00 Practi- cal 02: 00
		Understanding Merchandise Strategy (Contd) • List the key elements of merchandise strategy • Explain the significance of key elements of merchandise strategy		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00	

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Understand- ing Merchan- dise Strategy (Contd)	 List the key elements of merchandise strategy Explain the significance of key elements of mer- chandise strategy 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	2 Theory 00: 00 Practi- cal 02: 00
		Environ- mental and Operational Influences	 Explain the role of role of critical path in merchandise strategy development and execution List the external and internal operating environmental factors and their impact on a merchandise strategy 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practi- cal 05: 00
		Digital Integration and Action Planning	 List the digital technologies and their applications in the development of merchandise strategy List the key inclusions in an action plan for merchandise strategy execution Explain the purpose of key inclusions in an action plan for merchandise strategy execution 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practi- cal 05: 00
		Digital Integration and Action Planning (Contd)	 List the digital technologies and their applications in the development of merchandise strategy List the key inclusions in an action plan for merchandise strategy execution Explain the purpose of key inclusions in an action plan for merchandise strategy execution 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practi- cal 05: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
3.	Perform Post Trade Analysis	Importance and Tech- niques of Post-Trade Analysis	 Discuss the significance of post-trade analysis in assessing the effectiveness of trading activities Describe the key objectives and benefits of conducting post-trade analysis Explain the correlation between post-trade analysis and merchandise strategy development Explain how post-trade analysis informs decision-making processes related to inventory management and product assortment List the relevant performance indicators commonly used in post-trade analysis Explain the significance of each performance indicator and how they contribute to evaluating trading performance 	RAS/ N0702	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practical 03: 00
		Importance and Tech- niques of Post-Trade Analysis (Con- td)	 Describe various analytical techniques used to interpret financial data and performance metrics Explain how these techniques aid in extracting meaningful insights from complex data sets 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practi- cal 03: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Stakeholder Engage- ment and Cross-Func- tional Col- laboration in Merchandise Strategy	 Identify and categorize the primary stakeholders involved in post-trade analysis Describe the specific roles and responsibilities of each stakeholder in the analysis process Summarize the potential conclusions that can be drawn from post-trade analysis results Differentiate between positive and negative outcomes and their implications 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practical 03: 00
		Stakeholder Engage- ment and Cross-Func- tional Col- laboration in Merchandise Strategy (Con- td)	 Outline the different types of recommendations typically generated as a result of post-trade analysis Explain how these recommendations help optimize trading strategies and decision-making 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practi- cal 03: 00
		Reporting and Communica- tion	 Explain the essential components of a post-trade analysis report format Discuss how the format facilitates clear communication of findings and recommendations to stakeholders 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practical 03: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
4	Develop mer- chandise financial plan	Financial Planning Fun- damentals	 Explain the objectives and importance of merchandise financial planning in retail organizations Explain how merchandise financial planning directly affects a company's profit and loss statement 	RAS/ N0703	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00
		Financial Planning Fundamentals (Contd)	Explain the role of merchandise financial planning in calculating open-to-buy budgets and space capacity allo- cation		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	tor, Laptop/ Computer with inter- net, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practi- cal 05: 00
		Financial Planning Fundamentals (Contd)	Define and relate the significance of key financial values, including inventory, sales, and profit, in merchandise financial planning		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practi- cal 05: 00
		Financial Planning Fundamentals (Contd) • Explain how post-trade analysis data informs and influences the development of merchandise financial plans		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practi- cal 05: 00	

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Planning Processes and Strategies	Distinguish between bottom-up and top-down merchandise planning processes, understanding their applications and advantages		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	7 Theory 03: 00 Practi- cal 04: 00
		Planning Processes and Strategies (Contd)	 Describe strategies for maximizing profitability and minimizing losses within the merchan- dise financial planning context 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	7 Theory 03: 00 Practi- cal 04: 00
		Addressing Challenges	Discuss the impact of internal and external factors, including consumer behavior, economic conditions, competitor activity, and store-related changes, on merchandise planning decisions		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	7 Theory 03: 00 Practi- cal 04: 00
		Addressing Challenges (Contd)	Explain how to address aged stock and incor- porate markdowns, inventory shrinkage, and rebates in merchan- dise financial plans to optimize inventory and profitability		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	7 Theory 03: 00 Practi- cal 04: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
No. 5.	Pre- pare a Category Financial Plan	Fundamentals of Category Financial Planning	 Explain the purpose and role of category financial planning in the retail sector Describe the various methods for creating merchandise category plans, including opento-buy at retail, open-to-buy at cost, and space capacity methods Define different category pricing structures, such as volume pricing, promotional pricing, high-margin pricing, and good, better, best pricing, and explain their role in category financial planning 	Ref. RAS/ N0704	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Influencing Factors in Category Planning	 Explain the impact of internal such as merchandise strategy, financial plans, and merchandise category structures on category financial planning Explain the external factors like consumer trends, post-trade analysis, and competitor performance, that influence category planning Describe the impacts of external factors such as seasonal changes, competitor activity, sales decreases, sales increases, and supply challenges Explain the values included within a category plan, including core and seasonal line spend, sub-category spends, trial items, key winners, repeat items, deleted items, promotional items, and key delivery dates 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
NO.		Merchandise Performance and Re-fore- casting	 Define merchandise performance indicators like sales, gross profit margin, margin mix, purchase margin, and markdown value, and elucidate their significance in category planning Describe the role of re-forecasting processes in adjusting category plans based on changing circumstances and performance indicators Explain the levers used to react to trade, including markdowns, promotions, repeats, re-pricing, competitor review, holding stock, new product trials, and stock returns 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Effective Strategies in Category Planning •	 Outline strategies for effectively reacting to impacts of external factors Explain the commonly used merchandise category planning methods within the retail industry including their application and advantages 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practical 03: 00
6.	Develop a mer- chandise product r a n g e plan	Objectives and Elements of Range Plan- ning	 Explain the significance and objectives of merchandise range planning in the retail sector Describe the strategies for maximizing profitability and determining the viability of a product range Explain the key elements of product range planning, including assortment planning, range width, depth, core and seasonal items, option planning, SKUs, and exit strategies 	RAS/ N0705	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Objectives and Elements of Range Plan- ning (Contd)	 Explain the significance and objectives of merchandise range planning in the retail sector Describe the strategies for maximizing profitability and determining the viability of a product range Explain the key elements of product range planning, including assortment planning, range width, depth, core and seasonal items, option planning, SKUs, and exit strategies 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Influencing Factors and Global Trends	 Explain the impact of internal and external factors on product range planning Discuss the influence of global and local trends on merchandise product range planning Describe the impact of factors influencing range allocation, including store grading, climate, target market demographics, competitor analysis, replenishment of core lines, stock turnover, and supply considerations 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Exit Strategies and Supply Chain	 Describe the common exit strategies for poorly performing event and promotional, and short-life-cycle products Explain the role of supply chain considerations in merchandise purchasing Describe commonly used merchandise range planning methods and structures within the retail industry 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practical 03: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
7.	Negoti- ate and Finalise Suppli- ers	Supplier Evaluation and Compliance	 List the key elements of supplier evaluation criteria Explain the applications of key elements of supplier evaluation criteria Explain the key aspects of legal and ethical compliance requirements related to the supply of merchandise, including the Trade Practices Act, ethical sourcing, environmental sustainability, and key terms of contract law Discuss other legal requirements that impact negotiations and agreements in the relevant industry sector including consumer protection 	RAS/ N0706	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Supply Chain Consider- ations and Critical Path	 Discuss the supply chain and logistic considerations as related to supply arrangements including customers, duties, taxes, freight, third-party arrangements, processes, factory locations and access Define critical path methodology and its significance in supply chain management Explain the elements of critical path and their importance in critical path planning including launch and promotional dates, sample due dates, supplier holidays, freight timing, and order due date 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Negotiation and Supplier Performance	 Discuss strategies and negotiation techniques for effective supplier negotiations Examine the key theoretical aspects of supplier negotiations, including supply specifications, cost analysis, logistics considerations, and performance indicator theory Describe the elements of performance indicators used in supplier evaluation, focusing on aspects such as level of service, reputation, financial analysis, product quality, speed, delivery accuracy, and ethical practices 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Contract Management and Bench- marking	 Analyze the theoretical framework of supplier contract formats and their inclusions within supply arrangements Discuss the techniques used for measuring and benchmarking supplier performance against predefined performance indicators in supply arrangements Explain the role of promotional-based supply arrangements in the retail industry 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practical 03: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
8.	Prepare a mer- chandise promo- tional plan	Legal and Ethical Considerations	 Discuss the impact of key legal and ethical requirements related to merchandise promotional planning and activity Explain the significance of trends in promotional activity and their use for customer engagement and merchandise promotion Discuss sustainability considerations, opportunities for, and constraints on promotion in the relevant context Explain the importance of resource conservation and waste minimization strategies 	R A S / N0707	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Tools and Techniques for Promotion	 Describe the types of promotional tools, including their benefits and limitations Analyze benchmarking techniques to evaluate the effectiveness of promotional strategies Discuss the need for supplier negotiations and co-operative funding for promotional activities 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00
		Tools and Techniques for Promotion (Contd)	 Explain the role of key performance indicators (KPIs) including exposure achieved, sales achieved, penetration of the target market, and cost-effectiveness in measuring the effectiveness and efficiency of promotional campaigns Explain the role of KPIs in making informed decisions to optimize promotional strategies 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Data-Driven Recommen- dations	 Discuss the role of benchmarking techniques in developing data-driven recommendations to enhance promotional campaigns Analyze the effect of financial impact and cost-benefit considerations of sustainable marketing practices Explain the role of performance indicators, including exposure metrics, conversion rates, sales data, and customer engagement measures, in measuring the impact of promotional activities 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practical 03: 00
9.	Manage Mer- chandise Quality and Compli- ance	Certification Processes and Legal Compli- ance	 Explain the certification processes and requirements applicable to product quality and compliance, ensuring adherence to legal standards Explain the legal and ethical considerations regarding packaging and labeling, including accuracy, transparency, and compliance with regulations 	RAS/ N0708	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Certification Processes and Legal Compli- ance (Contd)	 Discuss the relevant standards pertaining to product quality and compliance, ensuring alignment with national regulatory frameworks Discuss the legal requirements related to health and safety standards, ensuring products meet prescribed safety guidelines 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Product Quality, Brand Reputation, and Customer Loyalty	 Explain the legal and ethical implications of product safety and environmental considerations, including adherence to regulations and sustainability practices Assess the positive and negative impacts of product quality, considering aspects such as health and safety, brand reputation, customer loyalty, and commercial implications Explain the role of product quality in shaping brand reputation and strategies for maintaining and enhancing brand image Discuss how product quality influences customer loyalty and the ethical responsibility to deliver products that meet or exceed customer expectations 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Commercial Implications of Quality and Compliance	Explain the commercial consequences of product quality and compliance issues, including legal and financial ramifications		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practical 03: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
10.	Manage Mer- chan- dise for e-chan- nels	Inventory Control and Data-Driven Decisions	 Explain the importance of inventory control strategies, emphasizing the prevention of overstocking and stockouts Analyse the principles guiding the use of data analytics for demand forecasting and stock level optimization 	RAS/ N0709	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00
		Inventory Control and Data-Driven Decisions (Contd)	Explain the characteristics of the frameworks that support the integration of e-commerce and inventory management software for operational efficiency		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practi- cal 03: 00
		Market Analysis and Competitive Strategy	 Discuss the concepts for monitoring the e-retail landscape, including competitors' products, pricing, and strategies Analyse the models for adapting merchandising strategies based on market shifts and competitor actions Evaluate the frameworks for developing and executing pricing strategies to maximize profitability in the online market 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Product Optimization and Customer Engagement	 Discuss the fundamentals for optimizing product listings for SEO and enhancing user experience Explain the significance of collaboration with marketing teams, effective communication, and issue resolution, with a focus on customer relationship building and retention strategies 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
1	Provide Lead- ership to the Team	Leadership Styles and Team Man- agement	 Discuss the role of leadership in guiding and managing teams within the retail sector Describe the characteristics of various leadership styles and their applicability in the ever-changing world of retail business 	RAS/ N0406	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00
		Leadership Styles and Team Man- agement (Contd)	 State the impact of leadership styles on team performance and innovation List the ways to motivate staff and encourage team members 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	tcD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Coaching, Feedback, and Creativity	 Explain the importance of coaching and providing constructive feedback to team members Discuss the characteristics of various coaching styles State the importance of recognizing and encouraging creativity in the team Describe the significance of teamwork, including its impact on productivity and customer engagement 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Goal Setting and Social Media Moni- toring	 Discuss the importance of developing SMART team objectives Methods of monitoring social networking site advertising campaigns Identify changes that might be required for a social networking advertising campaign based on monitoring results 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	6 Theory 03: 00 Practical 03: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
12.	Use Artificial Intelligence (AI) for Planning a Merchandise Strategy	Demand Fore- casting and Customer In-	 Describe the role of various AI tools, data analytics platforms, and machine learning libraries specific to merchandising applications Discuss the role of AI algorithms in analyzing the historical sales data, customer behavior, and external factors to provide more accurate demand forecasts Explain the role and benefits of AI in analyzing customer preferences, purchase history, and online behavior to create personalized product recommendations 	RAS/ N0711	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Al Tools for Demand Fore- casting and Customer In- sights (Con- td)	 Describe the role of various AI tools, data analytics platforms, and machine learning libraries specific to merchandising applications Discuss the role of AI algorithms in analyzing the historical sales data, customer behavior, and external factors to provide more accurate demand forecasts Explain the role and benefits of AI in analyzing customer preferences, purchase history, and online behavior to create personalized product recommendations 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practical 05: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Al Tools for Demand Forecasting and Customer Insights (Con- td)	 Describe the role of various AI tools, data analytics platforms, and machine learning libraries specific to merchandising applications Discuss the role of AI algorithms in analyzing the historical sales data, customer behavior, and external factors to provide more accurate demand forecasts Explain the role and benefits of AI in analyzing customer preferences, purchase history, and online behavior to create personalized product recommendations 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practical 05: 00
		Al Tools for Demand Forecasting and Customer Insights (Con- td)	 Describe the role of various AI tools, data analytics platforms, and machine learning libraries specific to merchandising applications Discuss the role of AI algorithms in analyzing the historical sales data, customer behavior, and external factors to provide more accurate demand forecasts Explain the role and benefits of AI in analyzing customer preferences, purchase history, and online behavior to create personalized product recommendations 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practical 05: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Al in Pricing, Assortment Planning, and Supply Chain	 Discuss the benefits of using AI to analyze market trends, competitor pricing, and customer demand to optimize pricing strategies dynamically Discuss the benefits of using AI in automating assortment planning based on factors such as seasonality, regional preferences, and sales data Explain how AI can enhance supply chain efficiency by predicting lead times, identifying potential disruptions, and optimizing logistics 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practical 05: 00
		Al in Pricing, Assortment Planning, and Supply Chain (Contd)	 Discuss the benefits of using AI to analyze market trends, competitor pricing, and customer demand to optimize pricing strategies dynamically Discuss the benefits of using AI in automating assortment planning based on factors such as seasonality, regional preferences, and sales data Explain how AI can enhance supply chain efficiency by predicting lead times, identifying potential disruptions, and optimizing logistics 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practical 05: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Al in Pricing, Assortment Planning, and Supply Chain (Contd)	 Discuss the benefits of using AI to analyze market trends, competitor pricing, and customer demand to optimize pricing strategies dynamically Discuss the benefits of using AI in automating assortment planning based on factors such as seasonality, regional preferences, and sales data Explain how AI can enhance supply chain efficiency by predicting lead times, identifying potential disruptions, and optimizing logistics 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practical 05: 00
		Al in Customer Segmentation and Market Trends	Discuss the benefits of using AI to analyze cus- tomer data and segment customers based on de- mographics, preferences, and behavior		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	4 Theory 03: 00 Practical 01: 00
13.	Plan product develop- ment	Compliance and Key Stag- es of Product Development	 Explain the key legal and ethical compliance requirements and con- siderations related to product development Explain the functions un- der key stages of product development 	R A S / N0712	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practical 05: 00
		Compliance and Key Stag- es of Product Development (Contd)	 List the key considerations in product development Explain the importance of key considerations in product development 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 03: 00 Practi- cal 05: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Costing, Feasibility, and Performance	 List the elements of costing in product development Explain the role of elements of costing in product development Discuss the techniques for determining market receptiveness, product commercial viability, supply feasibility, and product performance 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	7 Theory 02: 00 Practical 05: 00
		Feedback and Contingency Planning	 Discuss the common issues faced in product development and contingency strategies Explain the role of, and sources of internal and external feedback in product design and development 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	7 Theory 02: 00 Practi- cal 05: 00
14.	Use sustainable material in all product packaging & fixtures	Sustainable Packaging and Space Optimi- zation	 Discuss the innovative processes that exist to reduce packaging in products Explore how to optimize space to ensure fewer fixtures are used Describe the different methods of reusing the same packaging and fixtures 	R A S / N0710	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practical 04: 00
		Sustainable Packaging and Space Optimization (Contd)	 Discuss the different recycled materials available in the market Discuss the types of packaging available that are made from compostable material Review the types of reusable containers available that can be used as product packaging 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 04: 00 Practi- cal 04: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Certifications, Compliance, and Safety Standards	 Review the certifications of these factories that classify them as eco-factories Determine the various compliances needed as listed by the concerned authorities in respective fields Research the types of certifications that exist related to packaging Discuss the H&S standards for packaging and the testing methods and general standards followed to ensure safety Discuss the H&S standards for fixtures & props and the testing methods and general standards followed to ensure safety 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	7 Theory 03: 00 Practical 04: 00
		KPIs and Eco-Friendly Practices	 Research the recycling and waste management facilities available in the vicinity Research the eco-friendly processes used in factories along with their benefits & limitations Research the types of designs of packaging and new packaging available which helps in optimizing space Determine the KPIs to report regularly showing the progress and impact of sustainability initiatives taken by the business 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	7 Theory 03: 00 Practical 04: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
15.	Employ- ability Skills	Introduction to Employabil- ity Skills	 Outline the importance of Employability Skills for the current job market and future of work List different learning and employability related GOI and private portals and their usage Research and prepare a note on different industries, trends, required skills and the available opportunities 	D G T / V S Q / N0103	Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	3 Theory 03: 00 Practical 00: 00
		Constitutional values – Citi- zenship	 Explain the constitutional values, including civic rights and duties, citizenship, responsibility towards society and personal values and ethics such as honesty, integrity, caring and respecting others that are required to become a responsible citizen Demonstrate how to practice different environmentally sustainable practices 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	1.5 Theory 01: 50 Practi- cal 00: 00
		Becoming a Professional in the 21st Century	 Discuss relevant 21st century skills required for employment Highlight the importance of practicing 21st century skills like Self-Awareness, Behaviour Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn etc. in personal or professional life Create a pathway for adopting a continuous learning mindset for personal and professional development 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	5 Theory 05: 00 Practical 00: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Basic English Skills	 Show how to use basic English sentences for everyday conversation in different contexts, in person and over the telephone. Read and understand text written in basic English. 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 08: 00 Practi- cal 00: 00
		Basic English Skills (Contd)	Write a short note/para- graph / letter/e -mail us- ing correct basic English		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	2 Theory 02: 00 Practi- cal 00: 00
		Career Development & Goal Setting	 Create a career development plan Identify well-defined short- and long-term goals 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	4 Theory 04: 00 Practi- cal 00: 00
		Communication Skills	 Demonstrate how to communicate effectively using verbal and nonverbal communication etiquette Write a brief note/paragraph on a familiar topic 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	5 Theory 05: 00 Practi- cal 00: 00
		Communi- cation Skills (Contd)	 Explain the importance of communication etiquette including active listening for effective communication Role play a situation on how to work collaboratively with others in a team 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	5 Theory 05: 00 Practi- cal 00: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Diversity and Inclusion	 Demonstrate how to behave, communicate, and conduct appropriately with all genders and PwD Discuss the significance of escalating sexual harassment issues as per POSH act 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	2.5 Theory 02: 50 Practical 00: 00
		Financial and Legal Literacy	 Discuss various financial institutions, products, and services. Demonstrate how to conduct offline and online financial transactions, safely and securely and check passbook/ statement. Explain the common components of salary such as Basic, PF, Allowances (HRA, TA, DA, etc.), tax deductions 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	5 Theory 05: 00 Practical 00: 00
		Financial and Legal Literacy (Contd)	 Calculate income and expenditure for budgeting Discuss the legal rights, laws, and aids 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	5 Theory 05: 00 Practical 00: 00
		Essential Digital Skills	 Describe the role of digital technology in day-to-day life and the workplace Demonstrate how to operate digital devices and use the associated applications and features, safely and securely Demonstrate how to connect devices securely to internet using different means 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 08: 00 Practical 00: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Essential Digital Skills (Contd)	 Follow the dos and don'ts of cyber security to protect against cybercrimes Discuss the significance of displaying responsible online behaviour while using various social media platforms Create an e-mail id and follow e- mail etiquette to exchange e -mails 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 08: 00 Practi- cal 00: 00
		Essential Digital Skills (Contd)	 Show how to create documents, spreadsheets and presentations using appropriate applications Utilize virtual collaboration tools to work effectively 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	4 Theory 04: 00 Practi- cal 00: 00
		Entrepreneur- ship	 Explain the types of entrepreneurships and enterprises Discuss how to identify opportunities for potential business, sources of funding and associated financial and legal risks with its mitigation plan Describe the 4Ps of Marketing-Product, Price, Place and Promotion and apply them as per requirement Create a sample business plan, for the selected business opportunity 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	7 Theory 07: 00 Practi- cal 00: 00
		Customer Service	 Classify different types of customers Demonstrate how to identify customer needs and respond to them in a professional manner 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	tor, Laptop/ Computer with inter- net, White Board, Flip Chart, Markers, and duster	5 Theory 05: 00 Practi- cal 00: 00

SI. No.	Module Name	Session Name	Session Objectives	NOS Ref.	Methodol- ogy	Training Tools/Aids	Duration in Hours
		Customer Service (Contd)	 Discuss various tools used to collect customer feedback Discuss the significance of maintaining hygiene and dressing appropri- ately 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	4 Theory 04: 00 Practical 00: 00
		Getting ready for appren- ticeship & Jobs	 Draft a professional Curriculum Vitae (CV) Use various offline and online job search sources to find and apply for jobs Discuss the significance of maintaining hygiene and dressing appropriately for an interview Role play a mock interview List the steps for searching and registering for apprenticeship opportunities 		Classroom lecture/ Power- Point Pre- sentation/ Question & Answer and Group Discussion	LCD Projector, Laptop/ Computer with internet, White Board, Flip Chart, Markers, and duster	8 Theory 08: 00 Practical 00: 00
					255 Hrs		
					315 Hrs		
						OJT Total	60 Hrs 630 Hrs

Annexure II

Assessment Criteria

CRITERIA FOR ASSESSMENT OF TRAINEES

Assessment Criteria for Retail Merchandise Manager	
Job Role	Retail Merchandise Manager
Qualification Pack	RAS/Q0701, V1.0
Sector Skill Council	Retailers Association's Skill Council of India

CRITERIA FOR ASSESSMENT OF TRAINEES

S. No.	Guidelines for Assessment
1.	Criteria for assessment for each Qualification Pack will be created by the Sector Skill Council.
2.	Each Element/ Performance Criteria (PC) will be assigned marks proportional to its importance in NOS.
3.	SSC will lay down proportion of marks for Theory and Skills Practical for each Element/ PC.
4.	Individual NCVET recognised assessment agencies will prepare the theory and practical question papers.
5.	The assessments will be conducted by individual NCVET recognised assessment agencies as per the SOP.
6.	Every learner/ candidate appearing for the assessment must possess the OJT completion certificate from the employer to undertake the assessments under this qualification.
7.	The assessment for the theory and practical will be conducted online on a digital assessment platform with comprehensive auditable trails.
8.	Assessment will be conducted for all compulsory NOS, and where applicable, on the selected elective/option NOS/set of NOS.
9.	To pass the Qualification Pack assessment, every trainee should score a minimum of 70% aggregate passing percentage recommended at QP Level.
10.	In case of unsuccessful completion, the trainee may seek reassessment on the Qualification Pack.
11.	For detailed guidelines SOP on assessments can be referred to on the RASCI website.

NOS/Module Name	Assessment Criteria for Performance Criteria/ Learning Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
RAS/N0701 Develop a merchandise	PC1. Review strategic objectives of the organisation and determine priorities for merchandise performance in consultation with relevant personnel.	3	3	-	-
strategy	PC2. Review previous and existing merchandise strategies and its performance data to inform relevant role holders in strategy development.	3	3	-	-
	PC3. Conduct research on trends in merchandise management and use findings to inform strategy development team.	4	4	-	-
	PC4. Identify opportunities and risks related to merchandise performance by analyzing internal and external operating environments	4	4	-	-
	PC5. Determine key objectives and priorities of the merchandising strategy based on operating environment analysis.	3	3	-	-
	PC6. Ensure that the merchandise strategy is aligned with the objectives and direction of the organisation.	3	3	-	-
	PC7. Confirm the availability of organisational structure and resources to support the implementation of merchandise strategy.	2	2	-	-
	PC8. Determine the key performance indicators to evaluate the performance of merchandise strategy.	4	4	-	-
	PC9. Ensure strategy that can be adapted in response to environmental opportunities and threats.	3	3	-	-
	PC10. Determine key activities, responsibilities and timeframes for execution of the strategy.	4	4	-	-
	PC11. Make adjustments to strategy based on feedback received from relevant personnel	4	4	-	-
	PC12. Obtain required approval after finalizing merchandise strategy.	2	2	-	-
	PC13. Communicate merchandise strategy and action plan to relevant personnel.	2	2	-	-
	PC14. Obtain feedback from relevant stakeholders on performance of merchandise.	3	3	-	-
	PC15. Evaluate merchandise strategy against key performance indicators and make informed conclusions about merchandise performance.	3	3	-	-
	<i>PC16.</i> Recommend improvements for future using the findings.	3	3	-	-
	Total Marks	50	50	-	-

RAS/N0702 Perform a	PC1. Determine product category to be reviewed and objectives for post-trade analysis.	3	3	-	-
post-trade analysis.	PC2. Obtain merchandise and financial performance data from specified trading period.	2	2	-	-
	PC3. Obtain performance data for the suppliers for specified trading period.	2	2	-	-
	PC4. Source store and customer feedback for specified trading period.	2	2	-	-
	PC5. Obtain summary of promotional activities along with their performance for the specified trading period.	3	3	-	-
	PC6. Review competitor performance and draw informed conclusions during the specified trading period.	5	5	-	-
	PC7. Obtain input on merchandise performance for the specified trading period from concerned stakeholders.	3	3	-	-
	PC8. Validate integrity and accuracy of data on merchandise performance.	4	4	-	-
	PC9. Evaluate financial performance data against performance indicators to determine financial performance of the product category.	4	4	-	-
	PC10. Develop evidence-based conclusions about merchandise performance by analyzing post- trade information and data.	5	5	-	-
	PC11. Identify strengths, weaknesses, opportunities and threats based on findings.	5	5	-	-
	PC12. Document post-trade findings according to organisational requirements.	4	4	-	-
	PC13. Make recommendations for improved merchandise category performance by using the findings.	4	4	-	-
	PC14. Report findings and recommendations to relevant stakeholders.	4	4	-	-
	Total Marks	50	50	-	-
RAS/N0703 Prepare a merchandise	PC1. Review merchandise strategy to determine financial and merchandise objectives for a specified trading period.	2	2	-	-
financial plan	PC2. Source and review organisational profit and loss statements to determine organisational financial position and objectives as required.	1	1	-	-
	PC3. Review post-trade analysis data to determine past merchandise financial performance.	2	2	-	-
	PC4. Analyse internal and external factors impacting merchandise financial planning.	3	3	-	-
	PC5. Identify activities under merchandise financial plan that will maximise profitability and financial performance of the organisation.	3	3	-	-

	PC6. Use organisational systems and processes to plan sales value for a specific trading period.	4	4	-	-
	PC7. Determine gross profit margins that meet financial objectives.	4	4	-	-
	PC8. Plan markdown value to accommodate potential markdowns and shrinkage to minimise loss in profit.	3	3	-	-
	PC9. Plan optimal inventory values against key performance indicators that maximise profitability and minimize the loss.	4	4	-	-
	PC10. Evaluate promotional plans of the organisation to identify impacts of planned promotional activity on sales, inventory and profit planning.	3	3	-	-
	PC11. Determine merchandise performance indicators.	2	2	-	-
	PC12. Document sales, inventory and profit values through systems and processes of the organisation.	2	2	-	-
	PC13. Obtain feedback from relevant stakeholders and modify merchandise financial plan.	2	2	-	-
	PC14. Finalise and obtain approval on the merchandise financial plan.	2	2	-	-
	PC15. Communicate merchandise financial plan to relevant stakeholders.	2	2	-	-
	PC16. Review in-trade financial performance against actual and budgeted sales, profit and inventory values.	2	2	-	-
	PC17. Examine and account for variances in sales, inventory and profit values.	2	2	-	-
	PC18. Identify available rebates and incorporate into merchandise financial plan as required.	2	2	-	-
	PC19. Re-plan sales, profit and inventory values in response to the actual sales results.	2	2	-	-
	PC20. Re-plan sales, profit and inventory values in response to internal and external influences on performance.	3	3	-	-
	Total Marks	50	50	-	-
RAS/N0704 Prepare a category finan-	PC1. Review merchandise financial plan to determine category financial planning requirements at the category and sub-category level.	2	2	-	-
cial plan	PC2. Profile target market and identify relevant trends to optimize sales opportunities within category plan.	2	2	-	-
	PC3. Determine open-to-buy or space capacity for the trading period.	3	3	-	-
	PC4. Determine strategies and pricing structures to achieve gross margin and margin mix.	3	3	-	-
	PC5. Plan and calculate inventory values using opento-buy or space capacity method for each category.	3	3	-	-
	PC6. Allocate inventory value to core and seasonal lines.	3	3	-	-

	PC7. Assess risk level of inventory within each category and plan markdown value and stock exit strategy to maximise profitability and maintain inventory at budgeted levels.	4	4	-	-
	PC8. Evaluate the promotional plan to identify impacts of planned promotional activity on category planning.	4	4	-	-
	PC9. Detain a percentage of category plan spend for reaction to trade.	3	3	-	-
	PC10. Use organisational systems and processes to document category plan.	4	4	-	-
	PC11. Modify category financial plan based on feedback received from relevant stakeholders.	4	4	-	-
	PC12. Finalise category financial plan and gain required approval.	2	2	-	-
	PC13. Communicate category financial plan to relevant personnel to inform range planning and merchandise buying.	2	2	-	-
	PC14. Assess internal and external factors impacting category performance and make any required adjustments.	3	3	-	-
	PC15. Use action levers to react to in-trade performance.	3	3	-	-
	PC16. Re-plan category financial plan based on sales, inventory and profit values during trade.	3	3	-	-
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	PC17. Communicate changes to relevant stakeholders.	2	2		-
		2 50	2 50	-	-
RAS/N0705 Develop a merchandise	PC17. Communicate changes to relevant stakeholders.			-	-
	PC17. Communicate changes to relevant stakeholders. Total Marks PC1. Determine range requirements based on	50	50	-	-
Develop a merchandise product range	PC17. Communicate changes to relevant stakeholders. Total Marks PC1. Determine range requirements based on review of category financial plan. PC2. Profile target market and identify relevant	50	50	-	
Develop a merchandise product range	PC17. Communicate changes to relevant stakeholders. Total Marks PC1. Determine range requirements based on review of category financial plan. PC2. Profile target market and identify relevant trends to prepare range planning. PC3. Obtain relevant stakeholder's feedback and	50 3	50 3	-	
Develop a merchandise product range	PC17. Communicate changes to relevant stakeholders. Total Marks PC1. Determine range requirements based on review of category financial plan. PC2. Profile target market and identify relevant trends to prepare range planning. PC3. Obtain relevant stakeholder's feedback and finalise range planning. PC4. Review information on product performance to	3 3 1	3 3 1	-	- - - -
Develop a merchandise product range	PC17. Communicate changes to relevant stakeholders. Total Marks PC1. Determine range requirements based on review of category financial plan. PC2. Profile target market and identify relevant trends to prepare range planning. PC3. Obtain relevant stakeholder's feedback and finalise range planning. PC4. Review information on product performance to plan range optimisation and exit strategies. PC5. Generate range options aligned with target	3 3 1 3	3 3 1 3	- - -	- - - -
Develop a merchandise product range	PC17. Communicate changes to relevant stakeholders. Total Marks PC1. Determine range requirements based on review of category financial plan. PC2. Profile target market and identify relevant trends to prepare range planning. PC3. Obtain relevant stakeholder's feedback and finalise range planning. PC4. Review information on product performance to plan range optimisation and exit strategies. PC5. Generate range options aligned with target market and information on trends. PC6. Evaluate whether the proposed range options are commercially viable to maximise profitability	3 3 1 3 2	3 3 1 3 2	- - -	- - - - -
Develop a merchandise product range	PC17. Communicate changes to relevant stakeholders. Total Marks PC1. Determine range requirements based on review of category financial plan. PC2. Profile target market and identify relevant trends to prepare range planning. PC3. Obtain relevant stakeholder's feedback and finalise range planning. PC4. Review information on product performance to plan range optimisation and exit strategies. PC5. Generate range options aligned with target market and information on trends. PC6. Evaluate whether the proposed range options are commercially viable to maximise profitability and minimise risk. PC7. Prepare assortment plan including core and seasonal with width, depth and breadth, of the	3 3 1 3 2	3 3 1 3 2 3	-	- - - - -

PC10. Accurately quantify product units to be ordered based on open-to-buy or space capacity method.	2	2	-	-
PC11. Review of merchandise plan to ensure alignment of range alignment with planned promotional activity.	2	2	-	-
PC12. Refine range options by consulting crossfunctional teams and obtain required approvals.	2	2	-	-
PC13. Prepare a document of finalised range identifying key features, costs, and benefits.	2	2	-	-
PC14. Determine critical path for range sourcing and distribution.	2	2	-	-
PC15. Review supplier strategy and determine range sourcing.	1	1	-	-
PC16. Brief product development teams on new range.	2	2	-	-
PC17. Identify product branding needs and develop branding strategy accordingly.	2	2	-	-
PC18. Place order with supplier to procure merchandise and confirm delivery schedules as per agreed terms with the supplier.	2	2	-	-
PC19. Document and exchange order and invoice information according to organisational procedures.	2	2	-	-
PC20. Implement and adjust orders as required.	2	2	-	-
PC21. Plan range distribution.	2	2	-	-
PC22. Communicate relevant merchandise information to stores.	2	2	-	-
PC23. Determine strategy for stock allocation, replenishment and distribution based on individual store requirements.	1	1	-	-
PC24. Communicate planned merchandise ranges to relevant personnel.	1	1	-	-
Total Marks	50	50	-	-

RAS/N0706 Negotiate and finalise supply	PC1. Review merchandise planning documents to determine supply needs and seek clarification if required.	3	3	-	-
arrangements	PC2. Develop supplier selection criteria based on organisational supply needs and expectations.	3	3	-	-
	PC3. Evaluate supplier data to assess existing suppliers and determine their ability to meet ongoing supply requirements.	3	3	-	-
	PC4. Identify potential new suppliers and evaluate them against supplier selection criteria and determine their ability to meet supply needs.	3	3	-	-
	PC5. Evaluate ethical and sustainability performance of suppliers.	2	2	-	-
	PC6. Shortlist preferred suppliers that meet supplier selection criteria and supply requirements.	3	3	-	-
	PC7. Prepare for supplier negotiations and determine negotiables, non-negotiables and desired outcomes.	3	3	-	-
	PC8. Communicate purchase and supply specifications to suppliers and ensure mutual understanding.	3	3	-	-
	PC9. Negotiate supplier pricing, trading terms and delivery with preferred suppliers and select suppliers based on supply requirements.	2	2	-	-
	PC10. Negotiate and agree on promotional activity with supplier.	2	2	-	-
	PC11. Develop key performance indicators and evaluation criteria for supplier and obtain their agreement.	2	2	-	-
	PC12. Ensure consistent and agreed understanding of negotiation outcomes.	2	2	-	-
	PC13. Ensure negotiations are conducted in a professional manner in the relevant cultural context.	2	2	-	-
	PC14. Draft supplier contract agreements in line with policies and procedures and legal requirements of the organisation.	2	2	-	-
	PC15. Seek advice from relevant stakeholders to confirm the legality and validity of draft contract agreements.	1	1	-	-
	PC16. Finalise supplier contracts and obtain approval as required.	1	1	-	-
	PC17. Distribute contract agreements to suppliers and resolve discrepancies or disagreements to ensure satisfaction of all parties.	2	2	-	-

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	PC18. Obtain and secure signed copies of supplier contract agreements aligned with organisational policies and procedures.	1	1	-	-
	PC19. Review supplier performance against key performance indicators and ensure contractual obligations are being met.	2	2	-	-
	PC20. Take corrective action in consultation with supplier to resolve potential problems.	2	2	-	-
	PC21. Make amendments to contract agreements if required.	2	2	-	-
	PC22. Evaluate supplier performance on key performance indicators and prepare a supplier performance report.	2	2	-	-
	PC23. Constantly review for availability of alternative options of supply options to enhance merchandise supply and enhance ethics and sustainability in supply chain.	2	2	-	-
	Total Marks	50	50	-	-
RAS/N0707 Prepare a merchandise	PC1. Review organisational marketing strategy to finalise marketing direction and objectives of the organisation.	3	3	-	-
promotional plan	PC2. Review previous promotional activity and identify improvement opportunities for merchandise promotional performance.	3	3	-	-
	PC3. Review and make informed conclusions about competitor promotional activity and identify promotional opportunities.	4	4	-	-
	PC4. Consult with relevant personnel to seek input on merchandise promotional activity and opportunities.	4	4	-	-
	PC5. Develop merchandise promotional objectives in line with marketing strategy.	3	3	-	-
	PC6. Identify and source promotional tools required to achieve merchandise promotional objectives.	3	3	-	-
	PC7. Document a merchandise promotional action plan that details key activities, resources and timeframes.	3	3	-	-
	PC8. Establish performance indicators for measuring impact of merchandise promotional activity.	4	4	-	-
	PC9. Integrate legal and ethical requirements and considerations into promotional planning.	3	3	-	-
	PC10. Ensure merchandise promotional plan aligns with organisational objectives, current marketing strategy and budget.	4	4	-	-
	PC11. Seek any required approval for merchandise promotional plan.	3	3	-	-

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	PC12. Communicate merchandise promotional plan and action plan to relevant personnel.	2	2	-	-
	PC13. Oversee merchandise promotional activity and respond to issues as they arise.	2	2	-	-
	PC14. Produce promotional activity reports according to organisational procedures.	3	3	-	-
	PC15. Evaluate promotional activity against performance indicators to determine effectiveness.	3	3	-	-
	PC16. Make recommendations for improvements in merchandise promotion based on review.	3	3	-	-
	Total Marks	50	50	-	-
RAS/N0708 Manage merchandise	PC1. Determine the quality requirements of merchandise aligned with strategies and objectives of the organisation.	3	3	-	-
quality and compliance	PC2. Identify internal and external merchandise compliance requirements.	2	2	-	-
	PC3. Prepare a document to record product quality, compliance standards and tolerances.	2	2	-	-
	PC4. Create procedures and control mechanisms that aid in achieving quality and compliance standards.	2	2	-	-
	PC5. Document and communicate procedures and mechanisms to relevant stakeholders.	3	3	-	-
	PC6. Monitor adherence to quality and compliance standards during production and trade.	5	5	-	-
	PC7. Facilitate testing of product against quality and compliance standards.	3	3	-	-
	PC8. Obtain feedback from stores and customers on product quality and compliance.	4	4	-	-
	PC9. Identify reasons for faulty product and take corrective action.	4	4	-	-
	PC10. Document and communicate the problems and faults with relevant stakeholders to minimise adverse impact.	5	5	-	-
	PC11. Obtain information of product performance related to quality and compliance.	5	5	-	-
	PC12. Record issues related to product quality and compliance.	4	4	-	-
	PC13. Record action taken to prevent further compliance and quality issues.	4	4	-	-
	PC14. Prepare a document to recommend future improvements pertaining to quality and compliance.	4	4	-	-
	Total Marks	50	50	0	-

DAC/NO700.	DC1 Insulancent effective inventory control	2	1	Ì	
RAS/N0709: Manage Merchandise for e-channels	PC1. Implement effective inventory control strategies to prevent overstocking or stockouts.	2	2	-	-
	PC2. Utilize data analytics to forecast demand and optimize stock levels for each product category.	1	1	-	-
	PC3.Leverage e-commerce and inventory management software to streamline operations and improve efficiency.	3	3	-	-
	PC4. Monitor the e-retail landscape to stay informed about competitors' product offerings, pricing, and strategies.	3	3	-	-
	PC5. Adapt strategies based on market shifts and competitor actions.	3	3	-	-
	PC6. Develop and execute pricing strategies to maximize profitability while remaining competitive in the online market.	4	4	-	-
	PC7. Monitor pricing trends and adjust prices in response to market changes.	3	3	-	-
	PC8.Optimize product listings for SEO (Search Engine Optimization) and user experience, including product titles, descriptions, and images.	3	3	-	-
	PC9. Create visually appealing product pages that highlight key features and benefits.	4	4	-	-
	PC10.Collaborate with marketing teams to ensure product promotions align with inventory and sales goals.	3	3	-	-
	PC11.Leverage content marketing and advertising to drive product visibility and sales.	2	2	-	-
	PC12.Enhance the online shopping experience by ensuring product availability, accurate product information, and easy navigation.	2	2	-	-
	PC13.Implement customer feedback and user experience improvements.	2	2	-	-
	PC14. Build and maintain positive relationships with customers through effective communication and issue resolution.	2	2	-	-
	PC15. Implement customer retention strategies to encourage repeat business.	2	2	-	-
	PC16.Utilize data analytics tools to track sales performance, customer behaviour, and inventory turnover.	2	2	-	-
	PC17.Generate reports to identify trends, opportunities, and areas for improvement.	2	2	-	-

PC18. Coordinate with supply chain and fulfilment teams to ensure efficient order processing and delivery. PC19. Minimize lead times and optimize shipping options for customer satisfaction. PC20. Stay updated on e-commerce 2 2 2						
shipping options for customer satisfaction. PC20. Stay updated on e-commerce regulations, tax requirements, and compliance standards. PC21. Ensure the online store adheres to all legal and regulatory requirements. Total Marks PC1. Set out and positively communicate the purpose and objectives of the business to all team members PC2. Involve key team members in planning how the team will achieve the business objectives. PC3. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead. PC4. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to the achievement of the business objectives. PC5. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved. PC6. Win, through your performance, trust and support of the team for your leadership PC7. Steer the team successfully through difficulties and challenges, including conflict, diversity and innovation within the team. PC8. Give team members support and advice when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present their own ideas and listen to what they say. PC10. Monitor activities and progress across 5 5 5		fulfilment teams to ensure efficient order	2	2	-	-
regulations, tax requirements, and compliance standards. PC21. Ensure the online store adheres to all legal and regulatory requirements. Total Marks PC1. Set out and positively communicate the purpose and objectives of the business to all team members PC2. Involve key team members in planning how the team will achieve the business objectives. PC3. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead. PC4. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to the achievement of the business objectives. PC5. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved. PC6. Win, through your performance, trust and support of the team for your leadership PC7. Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team encourage and recognize creativity and innovation within the team. PC8. Give team members support and advice when they need it especially if during periods when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present their own ideas and listen to what they say. PC10. Monitor activities and progress across 5 5 5		· ·	2	2	-	-
legal and regulatory requirements. Total Marks 50 50 - -		regulations, tax requirements, and compliance	2	2	-	-
Provide Leadership to the Team PC2. Involve key team members in planning how the team will achieve the business objectives. PC3. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead. PC4. Ensure that each member of the team has personal work objectives. PC5. Encourage and support team members to achieve their personal work objectives. PC6. Encourage and support team members to achieve their personal work objectives. PC7. Encourage and support team members to achieve their personal work objectives. PC8. Encourage and support team members to achieve their personal work objectives. PC9. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved. PC6. Win, through your performance, trust and support of the team for your leadership PC7. Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team encourage and recognize creativity and innovation within the team. PC8. Give team members support and advice when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present their own ideas and listen to what they say. PC10. Monitor activities and progress across the team without interfering.			1	1	-	-
Provide Leadership to the Team PC2. Involve key team members in planning how the team will achieve the business objectives. PC3. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead. PC4. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to the achievement of the business objectives. PC5. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved. PC6. Win, through your performance, trust and support of the team for your leadership PC7. Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team encourage and recognize creativity and innovation within the team. PC8. Give team members support and advice when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present their own ideas and listen to what they say. PC10. Monitor activities and progress across the team without interfering.		Total Marks	50	50	-	-
Team PC2. Involve key team members in planning how the team will achieve the business objectives. PC3. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead. PC4. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to the achievement of the business objectives. PC5. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved. PC6. Win, through your performance, trust and support of the team for your leadership	Provide Lead-	purpose and objectives of the business to all	5	5	-	-
lead when they have the knowledge and expertise and show willingness to follow this lead. PC4. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to the achievement of the business objectives. PC5. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved. PC6. Win, through your performance, trust and support of the team for your leadership PC7. Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team encourage and recognize creativity and innovation within the team. PC8. Give team members support and advice when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present their own ideas and listen to what they say. PC10. Monitor activities and progress across the team without interfering.		how the team will achieve the business	5	5	-	-
has personal work objectives and understands how achieving these will contribute to the achievement of the business objectives. PC5. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved. PC6. Win, through your performance, trust and support of the team for your leadership PC7. Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team encourage and recognize creativity and innovation within the team. PC8. Give team members support and advice when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present their own ideas and listen to what they say. PC10. Monitor activities and progress across the team without interfering.		lead when they have the knowledge and expertise and show willingness to follow this	2.5	2.5	-	-
to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved. PC6. Win, through your performance, trust and support of the team for your leadership PC7. Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team encourage and recognize creativity and innovation within the team. PC8. Give team members support and advice when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present their own ideas and listen to what they say. PC10. Monitor activities and progress across the team without interfering.		has personal work objectives and understands how achieving these will contribute to the	5	5	-	1
and support of the team for your leadership PC7. Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team encourage and recognize creativity and innovation within the team. PC8. Give team members support and advice when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present their own ideas and listen to what they say. PC10. Monitor activities and progress across the team without interfering.		to achieve their personal work objectives and those of the team and provide recognition	5	5	-	-
difficulties and challenges, including conflict, diversity and inclusion issues within the team encourage and recognize creativity and innovation within the team. PC8. Give team members support and advice when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present their own ideas and listen to what they say. PC10. Monitor activities and progress across the team without interfering.			5	5	-	-
when they need it especially if during periods when the business is below set goals PC9. Motivate team members to present 5 5 their own ideas and listen to what they say. PC10. Monitor activities and progress across 5 5 the team without interfering.		difficulties and challenges, including conflict, diversity and inclusion issues within the team encourage and recognize creativity and	5	5	-	-
their own ideas and listen to what they say. PC10. Monitor activities and progress across 5 5 the team without interfering.		when they need it especially if during periods	7.5	7.5	-	-
the team without interfering.		·	5	5	-	-
Total Marks 50 50		. •	5	5	-	-
		Total Marks	50	50	-	-

RAS/N0711. Artificial Intelligence (AI) in Merchandise Management	PC1.Gain proficiency in using AI tools and software relevant to merchandising, including data analytics platforms and machine learning libraries.	2	2	-	-
	PC2.Collect and preprocess relevant data, such as historical sales data, customer data, and market trends, for AI analysis.	1	1	-	-
	PC3. Apply AI techniques to forecast demand for various products accurately, accounting for seasonality, promotions, and external factors	3	3	-	-
	PC4. Utilize AI to analyse market trends, monitor competitor strategies, and identify emerging opportunities or threats.	3	3	-	-
	PC5. Plan, execute, and manage AI projects, setting clear goals, timelines, and budgets.	3	3	-	-
	PC6. Evaluate the cost-effectiveness of Al implementations by comparing the benefits they bring to the organization against their costs.	4	4	-	-
	PC7. Implement Al-driven inventory optimization strategies to minimize stockouts, overstock situations, and carrying costs.	3	3	-	-
	PC8. Use AI to create data-driven assortment plans that consider customer preferences, historical sales, and regional variations.	3	3	-	-
	PC9. Develop and test dynamic pricing models that adjust prices in real-time based on demand, competitor pricing, and inventory levels.	4	4	-	-
	PC10.Implement Al-based recommendation systems to personalize product recommendations for online and in-store customers.	3	3	-	-
	PC11.Apply AI for supplier performance analysis, demand forecasting, and negotiating better terms for cost savings.	2	2	-	-
	PC12.Communicate Al-driven insights and recommendations to other team members and stakeholders effectively.	2	2	-	-
	PC13.Design and conduct A/B tests to evaluate the impact of Al-driven changes in merchandising strategies and assess their effectiveness.	2	2	-	-

	PC14.Monitor and evaluate key performance indicators (KPIs) related to Al-driven merchandising efforts, such as sales growth, inventory turnover, and customer satisfaction.	2	2	-	-
	PC15.Address ethical considerations related to AI in retail, ensuring that data privacy, fairness, and transparency are maintained.	2	2	-	-
	PC16.Identify and resolve issues related to AI applications, such as data quality problems, algorithm performance, and system integration challenges.	2	2	-	-
	PC17. Use AI-generated insights to inform and improve decision-making in product selection, pricing, and inventory management.	2	2	-	-
	PC18.Continuously seek ways to optimize and refine AI-driven strategies, incorporating feedback and learning from past experiences.	2	2	-	-
	PC19.Train and support team members in using AI tools and platforms to ensure successful adoption within the organization.	2	2	-	-
	PC20.Document AI strategies, best practices, and lessons learned for future reference and knowledge sharing.	3	3	-	-
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	Total Marks	50	50	-	-
RAS/N0712 Plan product development	Total Marks PC1. Review merchandise objectives and direction of the organisation.	50	50	-	-
Plan product	PC1. Review merchandise objectives and			-	-
Plan product	PC1. Review merchandise objectives and direction of the organisation. PC2. Conduct research and analysis of the target market and current market trends to develop products aligned with objectives and	3	3	-	-
Plan product	PC1. Review merchandise objectives and direction of the organisation. PC2. Conduct research and analysis of the target market and current market trends to develop products aligned with objectives and directions of the organisation. PC3. Analyse the offerings of the competitors to identify opportunities and risks with respect	3	3	-	-
Plan product	PC1. Review merchandise objectives and direction of the organisation. PC2. Conduct research and analysis of the target market and current market trends to develop products aligned with objectives and directions of the organisation. PC3. Analyse the offerings of the competitors to identify opportunities and risks with respect to product development. PC4. Obtain feedback from external and internal stakeholders to identify opportunities for product development and inform the	3	3	-	-
Plan product	PC1. Review merchandise objectives and direction of the organisation. PC2. Conduct research and analysis of the target market and current market trends to develop products aligned with objectives and directions of the organisation. PC3. Analyse the offerings of the competitors to identify opportunities and risks with respect to product development. PC4. Obtain feedback from external and internal stakeholders to identify opportunities for product development and inform the product concept department. PC5. Review product development opportunities and identify options for product	3 3	3 3	-	-

	PC8. Conduct a conceptual market test to determine responsiveness.	3	3	-	ı
	PC9. Prepare a product concept document, present it to stakeholders and make amendments as required.	2	2	-	-
	PC10. Seek approval for the final concept of the product.	2	2	-	-
	PC11. Determine options for range, quantity and grading parameters for the product.	2	2	-	-
	PC12. Identify critical path and required resourcing for product development.	2	2	-	-
	PC13. Identify compliance requirements and incorporate them in product development plan to ensure adherence.	2	2	-	-
	PC14. Plan contingency strategies for product development and supply issues.	2	2	-	-
	PC15. Plan product packaging and labelling needs to comply with packaging and labelling requirements.	1	1	-	-
	PC16. Prepare product design brief to initiate supplier tendering.	2	2	-	-
	PC17. Procure samples from the supplier and provide feedback.	1	1	-	-
	PC18. Shortlist suppliers that match the product design brief and compliance requirements.	1	1	-	1
	PC19. Confirm that the supply arrangements are ethical and environmentally sustainable.	2	2	-	-
	PC20. Finalise product development brief and communicate with the relevant stakeholders.	2	2	-	-
	PC21. Review sales performance and market receptiveness to determine the performance of product.	2	2	-	-
	PC22. Review product development costings against performance to determine commercial viability of product	2	2	-	-
	PC23. Make recommendations for the continuation, alteration or deletion of product.	2	2	-	-
	Total Marks	50	50	-	-
RAS/N0710: Sustainability	PC1. Reduce packaging of the products manufactured and optimize space to reduce	4	4	-	-
in product packaging & fixtures	fixtures usage PC2. Re-use the current product packaging and fixtures.	4	4	-	-

	PC3. Ensure usage of recyclable material for product packing and fixtures.	3	3	-	-
	PC4. Ensure that material used in product packaging and fixtures is reusable for repacking same product or used for other purposes.	3	3	-	-
	PC5. Use compostable material in product packaging and fixtures that can safely degrade into environment.	3	3	-	-
	PC6. Use material made in eco-factories.	5	5	-	-
	PC7. Use right sized packaging for optimization.	3	3	-	-
	PC8. Ensure that all material used for packaging meets Health and Safety (H&S) regulations throughout its lifecycle.	5	5	-	-
	PC9. Ensure all fixtures and props meets H&S regulations to protect the staff & customers.	5	5	-	-
	PC10. Verify the certifications that classify factories as eco-factories.	5	5	-	-
	PC11. Ensure all compliances are met in every area of operations.	5	5	-	-
	PC12. Determine key performance indicators (KPIs) and evaluation parameters related to environment sustainability	5	5	-	-
	Total Marks	50	50	-	-
DGT/VSQ/	Introduction to employability skills	1	1	-	-
N0103:	Constitutional values - Citizenship	1	1	-	-
Employability	Becoming a Professional in the 21st Century	1	3	-	-
skills	Basic English skills	3	4	-	-
	Career development & goal setting	1	2	-	1
	Communication skills	2	2	-	-
	Diversity & inclusion	1	1	-	-
	Financial and Legal Literacy	2	3	-	_
	Essential digital skills	3	5	-	-
	Entrepreneurship	2	3	_	_
	Customer service	1	2	-	_
	Getting Ready for Apprenticeship & Jobs	2	3	-	-
	Total Marks	20	30	-	-
	Grand Total	670	680	-	-

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Chapter 1 -	Unit 1.2: Key Components of Retail Merchandise Management	1.2.1 Role of Pricing Strategies and Their Impact on Retail Profit- ability	No	www.youtube.com/ watch?v=aF3yQBHYwzs	
		1.2.4 Importance of Demand Forecasting in Merchandise Planning	13	www.youtube.com/watch?v=K- gmNg2d8XDk	
				www.youtube.com/watch?v=bB- wULeL r7xo&t=35s	
Chapter 2 -	Unit 2.3: Digital Integration and Action Plan- ning	2.3.1 Digital Technologies and their Applications in Development of Merchandise Strategy		www.youtube.com/ watch?v=o11BXi9zQG4	
		2.3.2 Key Inclusions in an Action Plan for Merchandise Strategy Execution	27	www.youtube.com/watch?v=1qZ- 50PQPKlo	
		<u> </u>		www.youtube.com/ watch?v=Zyvqi69ZyLY	
Chapter 3 -	Unit 3.1.7 Ana- lytical Tech- niques Used to Interpret Financial Data	Trend Analysis		www.youtube.com/ watch?v=YAhnuTqjlrg	
	and Perfor- mance Metrics		41	www.youtube.com/ watch?v=VLHrsLp0Jj8	

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		55	www.youtube.com/ watch?v=Nlax0bpLpeM		
Chapter 5 -	Unit 5.1: Fundamentals of Category Financial Planning	5.1.2 Open-to- Buy (OTB) at Retail	74	www.youtube.com/ watch?v=HvEn6qcqQQA	
	Unit 5.2: Influencing Factors in Category	5.2.3 Impacts ing of External n Factors		www.youtube.com/ watch?v=d-B5r_CKlh8	
	Planning			www.youtube.com/ watch?v=BQn4CleoCKk	
Chapter 6 -	Unit 6.2: Influencing Factors and Global Trends	6.2.1 External Factors on Product Range Planning		www.youtube.com/ watch?v=ZmY-kH7b2UI	
			87	www.youtube.com/ watch?v=mL0IDIVZVKE	
	Unit 6.3: Exit Strategies and Supply Chain	6.3.2 Role of Supply Chain Considerations in Merchandise Purchasing (Case study of Walmart's supply chain)		www.youtube.com/ watch?v=sWdmGcaTras	

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				www.youtube.com/ watch?v=DPxjSGK_A9E	
Chapter 8 -	Unit 8.2: Tools and Techniques for Promotion		116	www.youtube.com/watch?v=- J3ZeU5RV6Ro	
	Limitations	Limitations		www.youtube.com/ watch?v=XI2qK1UASxI	
	Unit 8.1: Legal and Eth- ical Consider- ations	gal and Eth- I Consider- Techniques		www.youtube.com/ watch?v=48RX4yso_Ts	
			www.youtube.com/ watch?v=pbtSawW_oBs		
Chapter 9 -	Unit 9.1: Certification Processes and Legal Compli- ance	9.1.3 ISO Standards (International Organization for Standardization)	128	www.youtube.com/ watch?v=MIssDGB7pJc	
	9.1.4 Factories Act, 1948		www.youtube.com/ watch?v=EP9CxRgWDZc		

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	Unit 10.2: Market Analysis and Competitive Strategy	10.2.3 Frame- work Evaluation for Developing and Executing Pricing Strat- egies to Maxi- mize Profitabil- ity in Online Market		www.youtube.com/watch?v=x- QWUm_eHjGk	
Chapter 11 -	Unit 11.1: Leadership Styles and Team Man-	11.1.4 Ways to Motivate and Encourage Staff	153	www.youtube.com/ watch?v=7KWxRJnOs-E	
	agement			www.youtube.com/watch?v= z7AC8yJxRU	
	Unit 11.2: Coaching, Feedback, and Creativity	0 0		www.youtube.com/ watch?v=r9iD6GD0s6I	
	Creativity		www.youtube.com/ watch?v=EGvI1BTCm5w		

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	Supply Chain	ain		www.youtube.com/watch?v=Jil- 4HfEEKPM	
	Unit 12.1: AI Tools for Demand Forecasting and Customer Insights	12.1.1 Data Analytics Platforms for Merchandising		www.youtube.com/watch?v=- jgXp1EE4Wms	
Chapter 13 -	Unit 13.2: Costing, Fea- sibility, and Performance	13.2.3 Deter- mining Market Receptiveness	470	www.youtube.com/watch?v=C- qaFYgRGDmo	
		13.2.1 Elements of Costing in Product Devel- opment	179	www.youtube.com/watch?v=L- 3RemBg7hyo	
Chapter 14 -	Unit 14.1: Sustainable Packaging and Space	14.1.6 Types of Reusable Containers	194	www.youtube.com/ watch?v=30kdbnTzWoU	
	Optimization	14.1.5 Packag- ing Material		www.youtube.com/ watch?v=Qv6E7LZyapA	

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Address: Retailers Association's Skill Council of India

703-704 Sagar Tech Plaza - A, Andheri-Kurla Road, Sakinaka Junction,

Sakinaka, Andheri (E), Mumbai-400 072

Email: info@rasci.in Web: www.rasci.in

Phone: +91-22-40058210-5

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