LAPT

LONDON ACADEMY OF PROFESSIONAL TRAINING

CERTIFICATE

Certificate in Retail Store Management



LAPT — London Academy of Professional Training

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Reference RET-C11 • Retail Centres

UKPRN 10067351 • Registered in England and Wales, company 4984798

4	88	609	400	60%	Lifetime
SUBJECTS	CHAPTERS	CLASSES	TOTAL MARKS	PASS MARK	VALIDITY

AT A GLANCE

REFERENCE	**RET-C11**
AWARD	**Certificate**
ASSESSMENT	**400 marks — 240 to pass (60%)**
PREREQUISITES	**None**
VALIDITY	**Lifetime**
AWARDING BODY	**LAPT — London Academy of Professional Training**

CURRICULUM

1 **Retail Store Operations Management** 20 chapters · 129 classes **100 marks**

- **1 Understanding Retail Operations and Workflow** — 5 classes
  - 1.1 Exploring the Basics of Retail Operations
  - 1.2 Identifying Key Components of Retail Workflows
  - 1.3 Analyzing the Role of Technology in Retail Operations
  - 1.4 Understanding Customer Interaction Processes in Retail
  - 1.5 Applying Workflow Optimization Strategies in Retail
- **2 Inventory Management Techniques** — 5 classes
  - 2.1 Understanding Inventory Types and Classifications
  - 2.2 Analyzing Inventory Management Systems
  - 2.3 Implementing Stock Control Methods
  - 2.4 Exploring Inventory Turnover Ratios
  - 2.5 Applying Demand Forecasting Techniques
- **3 Enhancing Sales Floor and Merchandising Strategies** — 5 classes
  - 3.1 Understanding the Sales Floor Dynamics
  - 3.2 Analyzing Customer Traffic Patterns
  - 3.3 Utilizing Effective Merchandising Techniques
  - 3.4 Implementing Visual Merchandising Strategies
  - 3.5 Optimizing Sales Floor Layout for Impact
- **4 Optimizing Customer Service and Relationship Management** — 5 classes
  - 4.1 Understanding the Fundamentals of Customer Service
  - 4.2 Identifying and Meeting Customer Needs
  - 4.3 Building Effective Customer Relationships
  - 4.4 Leveraging Technology for Enhanced Customer Interaction
  - 4.5 Applying Customer Feedback to Drive Service Improvement
- **5 Retail Operations and Customer Management** — 5 classes
  - 5.1 Understanding Retail Inventory Management
  - 5.2 Techniques for Stock Level Assessment
  - 5.3 Product Assembly Best Practices
  - 5.4 Customer Installation Assistance Techniques
  - 5.5 Ensuring Customer Satisfaction Post-Installation
- **6 Retail Customer Engagement** — 5 classes
  - 6.1 Introduction to Retail Packaging Techniques
  - 6.2 Understanding Customer Needs and Preferences
  - 6.3 Selecting Appropriate Packaging Materials
  - 6.4 Techniques for Effective Product Presentation
  - 6.5 Ensuring Safety and Compliance in Packaging
- **1 Understanding the Retail Environment: Key Concepts and Terminologies** — 5 classes
  - 1.1 Exploring Key Retail Terms and Definitions
  - 1.2 Identifying Retail Channels and Formats
  - 1.3 Analyzing Consumer Behavior in Retail
  - 1.4 Discussing the Role of Technology in Retail
  - 1.5 Applying Retail Concepts to Real-World Scenarios
- **2 Core Retail Operations: Customer Experience and Engagement Strategies** — 5 classes
  - 2.1 Understanding Customer Experience Essentials
  - 2.2 Identifying Key Customer Touchpoints
  - 2.3 Implementing Effective Engagement Strategies
  - 2.4 Analyzing Customer Feedback for Improvement
  - 2.5 Enhancing Retail Operations through Technology
- **3 Inventory Management and Merchandising Tactics in Retail** — 5 classes
  - 3.1 Understanding Inventory Management in Retail
  - 3.2 Exploring Stock-keeping Units and Classification Systems
  - 3.3 Implementing Inventory Replenishment Strategies
  - 3.4 Analyzing Merchandising Principles and Display Techniques
  - 3.5 Applying Data-Driven Merchandising Tactics
- **4 Introduction to Loss Prevention: Strategies and Best Practices** — 5 classes
  - 4.1 Understanding the Importance of Loss Prevention in Retail
  - 4.2 Identifying Common Sources of Retail Loss
  - 4.3 Exploring Effective Loss Prevention Strategies
  - 4.4 Implementing Best Practices for Inventory Management
- **5 Retail Operations Standards** — 5 classes
  - 5.1 Introduction to Retail Operations
  - 5.2 Understanding Goods Movement
  - 5.3 Manual Lifting Techniques
  - 5.4 Safe Handling Practices
  - 5.5 Implementing Workplace Standards
- **2 Customer Experience Enhancement** — 6 classes
  - 2.1 Understanding Customer Expectations
  - 2.2 Personalization Strategies
  - 2.3 Creating Memorable Experiences
  - 2.4 Feedback Collection Techniques
  - 2.5 Customer Journey Mapping
  - 2.6 Enhancing In-Store Experience
- **3 Supply Chain Efficiency** — 6 classes
  - 3.1 Basics of Supply Chain Management
  - 3.2 Supplier Relationship Management
  - 3.3 Logistics Optimization Techniques
  - 3.4 Cost Reduction Strategies
  - 3.5 Risk Management in Supply Chain
  - 3.6 Sustainable Supply Chain Practices
- **4 Visual Merchandising Strategies** — 6 classes
  - 4.1 Principles of Visual Merchandising
  - 4.2 Creating Effective Displays
  - 4.3 Color Psychology in Retail
  - 4.4 Lighting Techniques for Retail
  - 4.5 Seasonal Display Concepts
  - 4.6 Evaluating Visual Merchandising Impact
- **5 Technology Integration in Retail** — 6 classes
  - 5.1 Emerging Retail Technologies
  - 5.2 E-commerce Integration Strategies
  - 5.3 Mobile Technology in Retail
  - 5.4 Using AI for Retail Optimization
  - 5.5 Data Security in Retail Systems
  - 5.6 Future Trends in Retail Technology
- **16 Opening and Closing the Store Routine** — 10 classes
  - 16.1 Why Fixed Routines Protect the Store
  - 16.2 Opening Checklist and Key Handling
  - 16.3 Switching On Systems and Lighting
  - 16.4 Checking Floor Readiness Before Doors Open
  - 16.5 Float Preparation and Till Readiness
  - 16.6 Closing Checklist and Final Walk Round
  - 16.7 Securing Cash, Alarms and Shutters
  - 16.8 Shift Handover Notes and Communication
  - 16.9 Dealing With Late Staff and Early Customers
  - 16.10 Reviewing and Improving the Routine
- **17 Finding Problems and Improvement Opportunities** — 10 classes
  - 17.1 Spotting Signs of Operating Problems
  - 17.2 Collecting Facts From Sales and Staff
  - 17.3 Using Customer Comments as Evidence
  - 17.4 Observing Queues, Waiting and Wasted Effort
  - 17.5 Separating Causes From Symptoms
  - 17.6 Simple Cause and Effect Diagrams
  - 17.7 Ranking Problems by Cost and Customer Impact
  - 17.8 Generating Practical Improvement Ideas
  - 17.9 Writing a Short Improvement Proposal
  - 17.10 Agreeing a Proposal With a Manager
- **18 Putting Store Improvements Into Practice** — 10 classes
  - 18.1 Breaking an Improvement Into Small Steps
  - 18.2 Briefing Staff on a Change
  - 18.3 Setting Dates and Responsibilities
  - 18.4 Trialling a Change on One Section
  - 18.5 Recording Results of the Trial
  - 18.6 Handling Staff Resistance to Change
  - 18.7 Adjusting the Plan After Feedback
  - 18.8 Making a Change Part of Daily Routine
  - 18.9 Reporting Savings and Benefits Achieved

2

Retail Staffing, Rostering and Performance

14 chapters · 120 classes **100 marks**

- **1 Performance Appraisal Techniques** — 5 classes
  - 1.1 Setting Performance Goals
  - 1.2 Feedback Mechanisms
  - 1.3 Conducting Performance Reviews
  - 1.4 Employee Development Plans
  - 1.5 Recognizing High Performers
- **2 Motivational Strategies** — 5 classes
  - 2.1 Understanding Employee Motivation
  - 2.2 Incentive Programs
  - 2.3 Creating a Positive Work Environment
  - 2.4 Team Building Activities
  - 2.5 Celebrating Success
- **3 Conflict Resolution Techniques** — 5 classes
  - 3.1 Identifying Sources of Conflict
  - 3.2 Effective Communication Skills
  - 3.3 Mediation and Negotiation
  - 3.4 Building Consensus
  - 3.5 Post-Conflict Analysis
- **4 Performance Improvement Plans** — 5 classes
  - 4.1 Identifying Performance Gaps
  - 4.2 Setting Improvement Objectives
  - 4.3 Monitoring Progress
  - 4.4 Adjusting Strategies
  - 4.5 Evaluating Outcomes
- **5 Understanding Staffing Needs in a Store** — 10 classes
  - 5.1 Why Staffing Level Drives Sales and Cost
  - 5.2 Store Roles and Job Descriptions
  - 5.3 Core Hours and Peak Trading Periods
  - 5.4 Using Footfall Data to Predict Demand
  - 5.5 Sales Per Labour Hour Explained
  - 5.6 Fixed and Flexible Staff Requirements
  - 5.7 Skills Mix Needed on Each Shift
  - 5.8 Staffing for Festivals and Sale Seasons
  - 5.9 Setting a Weekly Labour Budget
  - 5.10 Checking a Staffing Plan Against Budget
- **6 Building a Fair Weekly Rota** — 10 classes
  - 6.1 Principles of a Fair Work Schedule
  - 6.2 Collecting Staff Availability and Leave Requests
  - 6.3 Weekly Offs and Rest Day Rules
  - 6.4 Shift Patterns Used in Retail
  - 6.5 Covering Opening, Closing and Lunch Breaks
  - 6.6 Balancing Experienced and New Staff
  - 6.7 Using a Spreadsheet Rota Template
  - 6.8 Publishing the Rota and Notice Periods
  - 6.9 Handling Swap Requests and Last Minute Absence
  - 6.10 Reviewing a Rota After the Week
- **7 Working Hours, Overtime and Labour Rules** — 10 classes
  - 7.1 Daily and Weekly Working Hour Limits
  - 7.2 Overtime Rules and Payment Basics
  - 7.3 Leave Types Used in Retail Jobs
  - 7.4 Shops and Establishments Law Basics
  - 7.5 Rest Breaks and Women Employee Night Work Rules
  - 7.6 Provident Fund and Insurance Basics for Staff
  - 7.7 Minimum Wage and Payslip Awareness
  - 7.8 Fair Treatment and Non-Discrimination
  - 7.9 Contract Staff and Seasonal Staff Rules
  - 7.10 Recording Compliance in Store Files
- **8 Recording and Checking Hours Worked** — 10 classes
  - 8.1 Why Accurate Time Records Matter
  - 8.2 Attendance Registers and Biometric Records
  - 8.3 Recording Late Arrival and Early Leaving
  - 8.4 Calculating Hours Worked From a Time Sheet
  - 8.5 Recording Overtime and Compensatory Off
  - 8.6 Spotting Errors and Duplicate Entries
  - 8.7 Correcting Records With Staff Agreement
  - 8.8 Passing Hours Data to Payroll
  - 8.9 Keeping Records Secure and Confidential
  - 8.10 Monthly Attendance Reconciliation
- **9 Setting Work Targets for Staff** — 10 classes
  - 9.1 Difference Between Store and Individual Targets
  - 9.2 Sales, Conversion and Basket Size Targets
  - 9.3 Service and Housekeeping Targets
  - 9.4 Making Targets Specific and Achievable
  - 9.5 Explaining Targets in a Morning Briefing
  - 9.6 Displaying Progress on a Target Board
  - 9.7 Daily Tracking of Targets
  - 9.8 Coaching Staff Who Fall Behind
  - 9.9 Recognising Staff Who Meet Targets
  - 9.10 Resetting Targets at Month End
- **10 Adjusting Staffing to Meet Changing Demand** — 10 classes
  - 10.1 Reading Sales Against Staffing Each Day
  - 10.2 Signs of Overstaffing and Understaffing
  - 10.3 Moving Staff Between Sections
  - 10.4 Splitting Shifts and Using Part Time Staff
  - 10.5 Calling in Extra Cover Fairly
  - 10.6 Managing Cost When Sales Fall
  - 10.7 Temporary Staff Induction in One Day
  - 10.8 Communicating Changes to the Team
  - 10.9 Recording Reasons for Schedule Changes
  - 10.10 Learning From Variances Each Month
- **11 Motivating a Sales Team** — 10 classes
  - 11.1 What Motivates Retail Staff
  - 11.2 Setting a Positive Tone Every Morning
  - 11.3 Giving Specific Praise
  - 11.4 Simple Incentive and Contest Schemes
  - 11.5 Linking Incentives to Store Goals
  - 11.6 Keeping Incentives Fair and Transparent
  - 11.7 Recognising Effort Not Only Results
  - 11.8 Handling a Demotivated Team Member
  - 11.9 Team Huddles and Short Sales Briefings
  - 11.10 Reviewing Whether Motivation Efforts Worked
- **12 Induction and On the Job Training of Staff** — 10 classes
  - 12.1 Planning a New Joiner Induction
  - 12.2 Safety and Policy Briefing for Joiners
  - 12.3 Buddy System for First Weeks
  - 12.4 Training Checklist by Role
  - 12.5 Teaching Till and Stock Tasks Step by Step
  - 12.6 Observing and Giving Feedback on Practice
  - 12.7 Recording Training Completed
  - 12.8 Spotting Further Training Needs
  - 12.9 Cross Training for Flexible Cover
  - 12.10 Evaluating Training Results
- **13 Managing Absence, Discipline and Grievances** — 10 classes
  - 13.1 Causes of Absence in Store Teams
  - 13.2 Absence Reporting and Return Conversations
  - 13.3 Spotting Patterns of Lateness
  - 13.4 Informal Conversations Before Formal Action
  - 13.5 Store Disciplinary Steps in Plain Terms
  - 13.6 Writing Fair Warning Records
  - 13.7 Receiving a Staff Grievance
  - 13.8 Mediating a Dispute Between Colleagues
  - 13.9 Protecting Staff From Harassment
  - 13.10 Preparing a Team Member for Exit
- **14 Reviewing Staffing Cost and Team Results** — 10 classes

3 **Leadership and Team Management in Retail** 40 chapters · 240 classes **100 marks**

- **1 Understanding Organisational Change in Retail** — 6 classes
  - 1.1 Exploring the Dynamics of Organisational Change in Retail
  - 1.2 Identifying Key Drivers of Change in Retail Environments
  - 1.3 Analyzing the Impact of Change on Retail Operations
  - 1.4 Assessing Retail Change Readiness and Stakeholder Engagement
  - 1.5 Implementing Effective Change Strategies in Retail
  - 1.6 Evaluating and Sustaining Change Initiatives in Retail
- **2 Leadership Styles and Their Impact on Change Management** — 6 classes
  - 2.1 Understanding Leadership Styles
  - 2.2 Analyzing the Role of Leadership in Change Management
  - 2.3 Comparing Transformational and Transactional Leadership
  - 2.4 Evaluating the Impact of Leadership on Organisational Change
  - 2.5 Identifying Challenges in Implementing Leadership Styles
  - 2.6 Applying Leadership Principles to Foster Effective Change
- **3 Communicating Change: Strategies for Retail Leaders** — 6 classes
  - 3.1 Understanding the Importance of Communication in Change Management
  - 3.2 Identifying Key Stakeholders in Retail Change
  - 3.3 Developing a Clear Change Communication Plan
  - 3.4 Crafting Effective Change Messages for Retail Teams
  - 3.5 Utilizing Digital Tools for Communicating Change
  - 3.6 Evaluating the Impact of Communication During Change
- **4 Building Resilience and Adaptability in Retail Teams** — 6 classes
  - 4.1 Understanding Resilience in Retail Teams
  - 4.2 Identifying Challenges to Adaptability
  - 4.3 Developing Team Resilience Strategies
  - 4.4 Implementing Change with Flexibility
  - 4.5 Encouraging a Growth Mindset in Retail
  - 4.6 Evaluating Team Adaptation Success
- **5 Evaluating Change Initiatives: Metrics and Improvement** — 6 classes
  - 5.1 Understanding Key Metrics for Change Initiatives
  - 5.2 Identifying Effective Measurement Tools
  - 5.3 Analyzing Data for Insightful Feedback
  - 5.4 Assessing the Impact of Change on Stakeholders
  - 5.5 Implementing Strategies for Continuous Improvement
  - 5.6 Reviewing and Refining Change Tactics
- **6 Developing Customer Service Networks** — 6 classes
  - 6.1 Introduction to Customer Service Networks
  - 6.2 Identifying Target Customer Segments
  - 6.3 Building Online Communities for Engagement
  - 6.4 Utilizing Social Media for Customer Interaction
  - 6.5 Measuring Customer Satisfaction in Networks
  - 6.6 Strategies for Continuous Improvement
- **1 Leadership Styles in Retail** — 6 classes
  - 1.1 Transformational Leadership
  - 1.2 Transactional Leadership
  - 1.3 Servant Leadership
  - 1.4 Situational Leadership
  - 1.5 Authentic Leadership
  - 1.6 Charismatic Leadership
- **2 Team Building in Retail** — 6 classes
  - 2.1 Effective Communication
  - 2.2 Conflict Resolution Strategies
  - 2.3 Motivating Team Members
  - 2.4 Diversity and Inclusion
  - 2.5 Goal Setting Techniques
  - 2.6 Building Trust in Teams
- **3 Customer-Centric Leadership** — 6 classes
  - 3.1 Understanding Customer Needs
  - 3.2 Creating Customer Loyalty
  - 3.3 Feedback Mechanisms
  - 3.4 Personalized Customer Experience
  - 3.5 Handling Customer Complaints
- **5 Evaluating Performance and Driving Continuous Improvement** — 6 classes
  - 5.1 Understanding Key Metrics in Visual Merchandising
  - 5.2 Analyzing Visual Merchandising Performance Data
  - 5.3 Identifying Areas for Improvement in Store Design
  - 5.4 Implementing Feedback for Visual Store Enhancements
  - 5.5 Developing Strategies for Continuous Improvement
  - 5.6 Leading Teams in Innovation and Performance Excellence
- **1 Developing a Shared Vision** — 6 classes
  - 1.1 Crafting a Compelling Vision Statement
  - 1.2 Engaging Team Members in Vision Creation
  - 1.3 Communicating Vision Effectively
  - 1.4 Aligning Vision with Brand Values
  - 1.5 Fostering a Vision-Driven Culture
  - 1.6 Evaluating Vision Impact on Performance
- **2 Team Leadership Skills** — 6 classes
  - 2.1 Building Trust Within the Team
  - 2.2 Effective Communication Techniques
  - 2.3 Conflict Resolution Strategies
  - 2.4 Delegating Responsibilities Effectively
  - 2.5 Encouraging Team Collaboration
  - 2.6 Assessing Team Performance Metrics
- **3 Executing Visual Merchandising Strategies** — 6 classes
  - 3.1 Planning Visual Merchandising Campaigns
  - 3.2 Implementing In-Store Displays
  - 3.3 Measuring Visual Merchandising Success
  - 3.4 Adjusting Strategies Based on Feedback
  - 3.5 Utilizing Technology in Visual Merchandising
  - 3.6 Creating Seasonal Merchandising Plans
- **4 Aligning with Business Strategy** — 6 classes
  - 4.1 Understanding Business Objectives
  - 4.2 Integrating Merchandising with Sales Goals
  - 4.3 Analyzing Market Trends for Alignment
  - 4.4 Collaborating with Other Departments
  - 4.5 Measuring Impact on Overall Strategy
  - 4.6 Adapting to Business Changes Quickly
- **5 Motivating Stakeholders** — 6 classes
  - 5.1 Identifying Key Stakeholders
  - 5.2 Creating Incentives for Engagement
  - 5.3 Building Relationships with Stakeholders
  - 5.4 Communicating Value to Stakeholders
  - 5.5 Gathering Feedback from Stakeholders
  - 5.6 Recognizing Stakeholder Contributions
- **1 Understanding Leadership Roles in Supply Chain Management** — 6 classes
  - 1.1 Defining Leadership in Supply Chain Management
  - 1.2 Exploring Key Leadership Competencies for Effective Supply Chain Projects
  - 1.3 Identifying Leadership Styles and Their Impact on Supply Chain Success
  - 1.4 Analyzing the Role of Communication in Supply Chain Leadership
  - 1.5 Assessing Team Dynamics and Leadership Influence in Supply Chains
  - 1.6 Applying Leadership Strategies to Enhance Supply Chain Performance
- **2 Strategic Decision-Making in Retail Supply Chain Projects** — 6 classes
  - 2.1 Understanding Strategic Decision-Making in Retail Supply Chains
  - 2.2 Analyzing Market Trends for Strategic Insights
  - 2.3 Identifying Key Stakeholders in Supply Chain Projects
  - 2.4 Evaluating Risks and Opportunities in Retail Supply Strategy
  - 2.5 Developing Long-term Strategic Objectives
  - 2.6 Implementing Strategic Decisions in Retail Supply Chain Projects
- **3 Effective Communication and Collaboration in Supply Chain Teams** — 6 classes
  - 3.1 Understanding the Role of Communication in Supply Chains
  - 3.2 Identifying Key Stakeholders in Supply Chain Teams
  - 3.3 Developing Active Listening Skills for Effective Collaboration

4 **Retail Profitability and Business Performance** 14 chapters · 120 classes **100 marks**

- **1 Understanding Key Performance Indicators** — 6 classes
  - 1.1 Defining Key Performance Indicators
  - 1.2 Types of KPIs in Retail
  - 1.3 Setting Realistic Performance Targets
  - 1.4 Interpreting KPI Data
  - 1.5 Aligning KPIs with Business Goals
  - 1.6 Monitoring KPI Progress
- **2 Data Analysis for Operational Improvements** — 6 classes
  - 2.1 Collecting Relevant Operational Data
  - 2.2 Analyzing Trends in Data
  - 2.3 Identifying Areas for Improvement
  - 2.4 Utilizing Data Visualization Tools
  - 2.5 Making Data-Driven Decisions
  - 2.6 Evaluating the Impact of Changes
- **3 Adjusting Staffing Levels** — 6 classes
  - 3.1 Assessing Current Staffing Needs
  - 3.2 Forecasting Future Staffing Requirements
  - 3.3 Implementing Flexible Staffing Solutions
  - 3.4 Training and Development for Staff
  - 3.5 Evaluating Staffing Performance
  - 3.6 Creating a Staffing Plan
- **4 Enhancing Efficiency in Operations** — 6 classes
  - 4.1 Identifying Bottlenecks in Processes
  - 4.2 Streamlining Operational Workflows
  - 4.3 Implementing Best Practices
  - 4.4 Leveraging Technology for Efficiency
  - 4.5 Continuous Improvement Strategies
  - 4.6 Measuring Operational Efficiency
- **5 Reporting and Communicating Performance Metrics** — 6 classes
  - 5.1 Creating Effective Performance Reports
  - 5.2 Communicating Metrics to Stakeholders
  - 5.3 Using Visual Aids in Reporting
  - 5.4 Tailoring Reports for Different Audiences
  - 5.5 Feedback Mechanisms for Reports
  - 5.6 Ensuring Accuracy in Reporting
- **6 Reading the Store Profit and Loss Account** — 10 classes
  - 6.1 What Profit Means for a Store
  - 6.2 Sales, Cost of Goods and Gross Profit
  - 6.3 Operating Expenses and Net Profit
  - 6.4 Layout of a Store P and L Statement
  - 6.5 Fixed and Variable Costs
  - 6.6 Reading Monthly P and L Reports
  - 6.7 Comparing Actual With Budget
  - 6.8 Percent of Sales Ratios
  - 6.9 Spotting Unusual Lines
  - 6.10 Explaining the P and L to Staff
- **7 Gross Margin and Markup Control** — 10 classes
  - 7.1 Margin and Markup Compared
  - 7.2 Calculating Gross Margin Percent
  - 7.3 Margin by Category and Product
  - 7.4 Effect of Discounts on Margin
  - 7.5 Effect of Supplier Terms on Margin
  - 7.6 Mix of High and Low Margin Items
  - 7.7 Tracking Margin Weekly
  - 7.8 Finding the Cause of Margin Drop
  - 7.9 Actions That Protect Margin
  - 7.10 Reporting Margin Results to Management
- **8 Controlling Operating Costs** — 10 classes
  - 8.1 Main Cost Heads of a Store
  - 8.2 Rent, Utilities and Maintenance
  - 8.3 Controlling Electricity and Cooling Costs
  - 8.4 Packaging and Consumables Control
  - 8.5 Staff Cost Control Without Hurting Service
  - 8.6 Bank, Card and Payment Charges
  - 8.7 Comparing Costs With Similar Stores
  - 8.8 Setting Cost Saving Targets
  - 8.9 Approving Spend Within Authority
  - 8.10 Monthly Cost Review Meeting
- **9 Stock Loss, Wastage and Their Cost to Profit** — 10 classes
  - 9.1 Types of Stock Loss in Retail
  - 9.2 Measuring Shrinkage as a Percentage
  - 9.3 Wastage in Fresh and Short Life Goods
  - 9.4 Damage, Expiry and Return Costs
  - 9.5 Cost of Out of Stocks
  - 9.6 Link Between Stock Loss and Profit
  - 9.7 Setting Loss Reduction Targets
  - 9.8 Working With Teams on Loss Reduction
  - 9.9 Stocktake Results and Profit Impact
  - 9.10 Reporting Loss Reduction Progress
- **10 Budgeting and Sales Forecasting for a Store** — 10 classes
  - 10.1 Purpose of a Store Budget
  - 10.2 Building a Sales Forecast
  - 10.3 Using Last Year and Trend Data
  - 10.4 Allowing for Festivals and Local Events
  - 10.5 Budgeting Cost Lines
  - 10.6 Agreeing the Budget With Management
  - 10.7 Tracking Budget Against Actual
  - 10.8 Reforecasting During the Year
  - 10.9 Explaining Variances
  - 10.10 Using the Budget to Guide Decisions
- **11 Cash Flow and Working Capital** — 10 classes
  - 11.1 Why Profit and Cash Differ
  - 11.2 Stock as Tied Up Cash
  - 11.3 Supplier Credit and Payment Dates
  - 11.4 Daily Cash Position of a Store
  - 11.5 Managing Cash Deposits
  - 11.6 Collecting Dues Where Credit Is Given
  - 11.7 Planning for Festival Stock Purchases
  - 11.8 Avoiding Cash Shortfalls
  - 11.9 Simple Cash Flow Statement
  - 11.10 Cash Reporting to Owner or Head Office
- **12 Driving Sales and Basket Value** — 10 classes
  - 12.1 Ways to Raise Sales Revenue
  - 12.2 Footfall, Conversion and Average Basket
  - 12.3 Increasing Conversion With Better Service
  - 12.4 Raising Items Per Basket
  - 12.5 Raising Average Selling Price
  - 12.6 Planning Promotions With Profit in Mind
  - 12.7 Local Store Marketing Actions
  - 12.8 Measuring the Return on Promotion Spend
  - 12.9 Reading Daily Sales by Hour
  - 12.10 Setting Sales Improvement Actions
- **13 Break-Even and Profit Decisions** — 10 classes
  - 13.1 What Break-Even Means
  - 13.2 Calculating Break-Even Sales
  - 13.3 Contribution Per Product
  - 13.4 Effect of Price Change on Break-Even
  - 13.5 Deciding Whether to Open Longer Hours
  - 13.6 Deciding Whether to Add a Product Line
  - 13.7 Deciding Whether to Close a Poor Section
  - 13.8 Simple Payback on Store Investments
  - 13.9 Considering Risk and Best and Worst Cases
  - 13.10 Presenting a Profit Decision to Management
- **14 Profit Improvement Planning and Review** — 10 classes

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