

Skills Delivered by Martec Learning Paths - Companies Selling to Retailers



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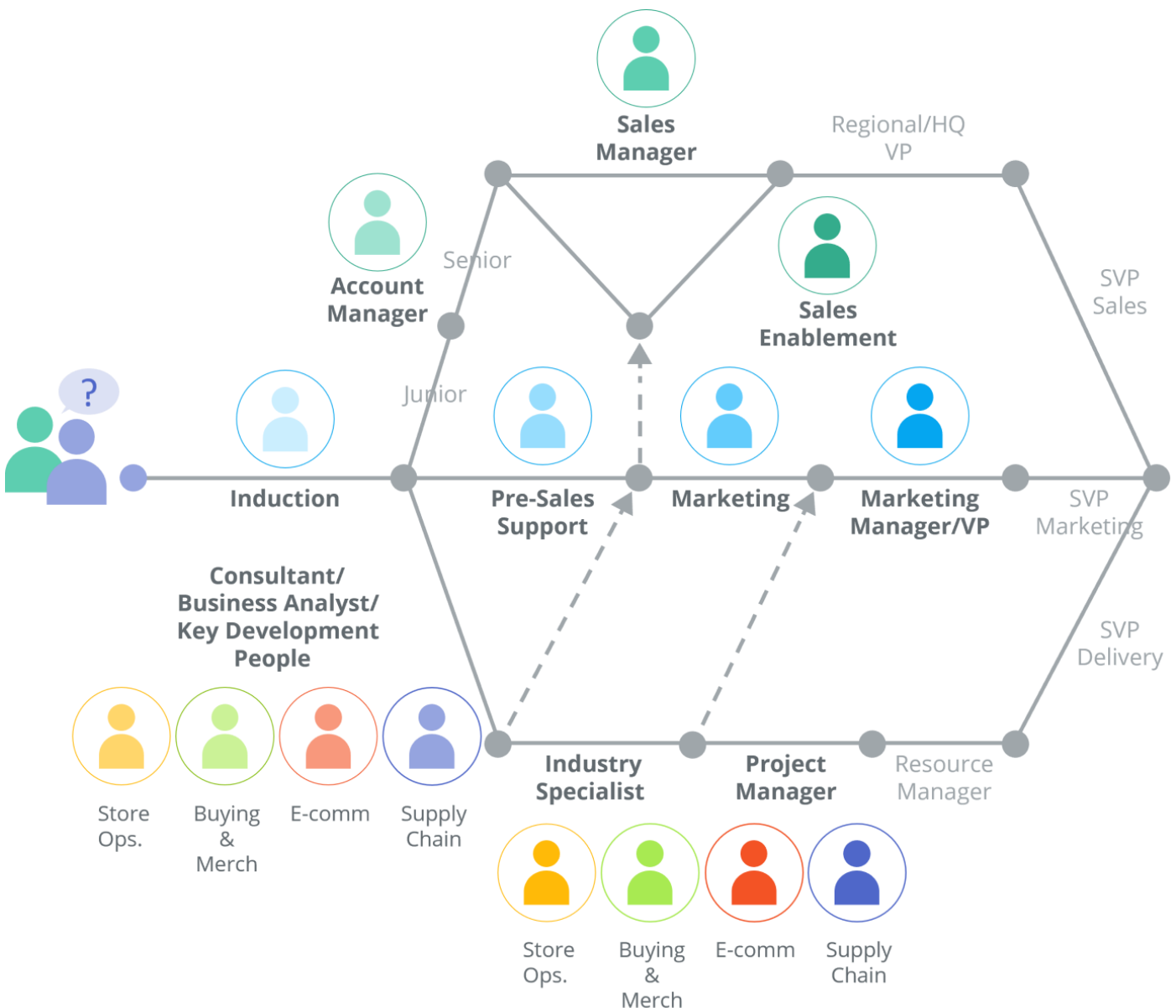
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This document summarizes Martec’s potential contribution to upskilling and re-skilling in the parts of your business serving the retail industry.

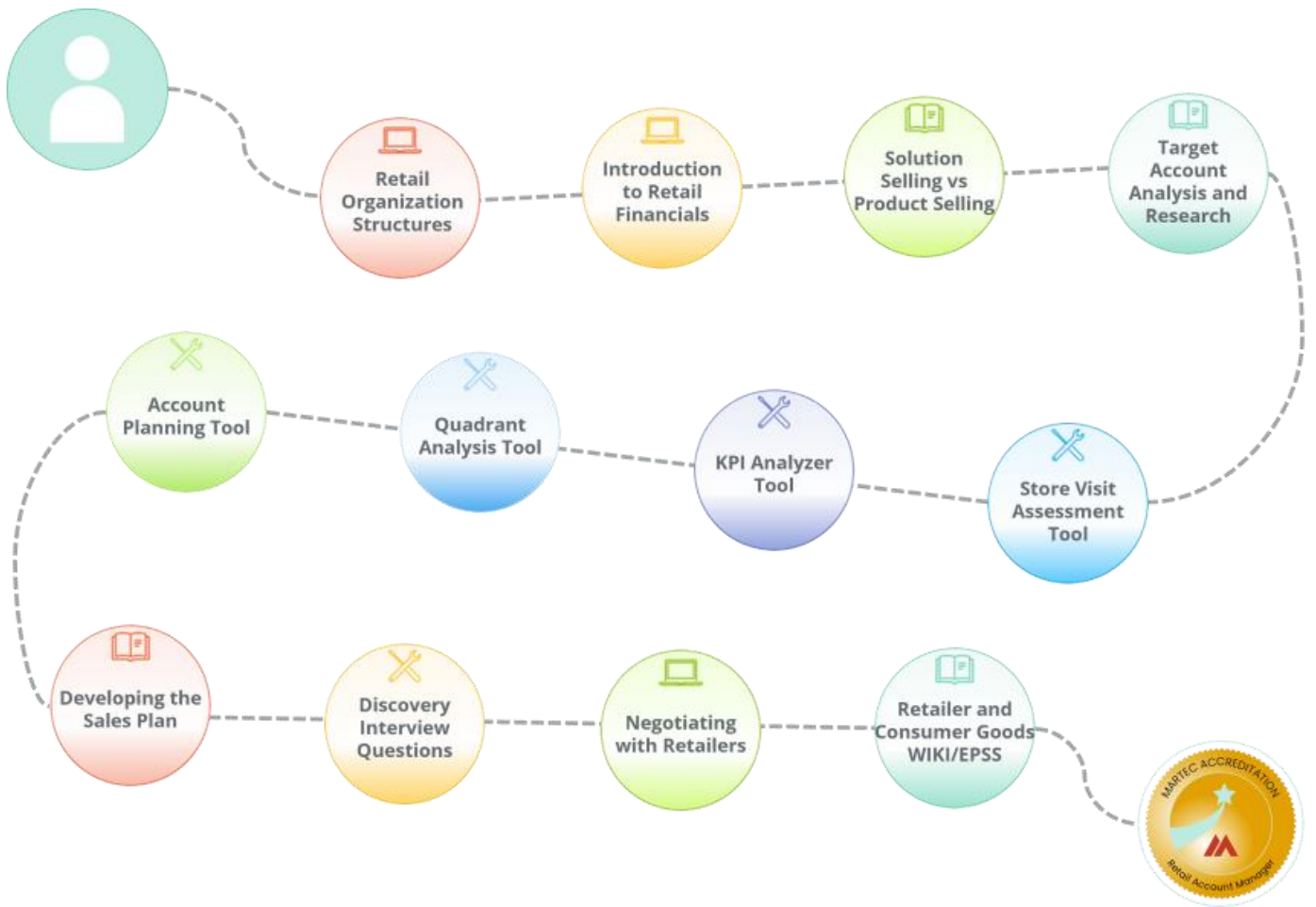
The career map shown below illustrates the major career roles within companies selling technology-based solutions to retailers. Each avatar in the diagram has a corresponding learning path made up of Martec e-learning classes and other learning experiences.

We help retailers, consumer goods manufacturers and their technology, logistics and other suppliers to grow their sales, market share and profitability, through a combination of our unique, industry specific training products, and performance support services.

We serve clients in nearly 60 countries.



An example learning path for account manager is shown below. This learning path assumes the account manager has first completed the retail induction learning path or gained equivalent



experience in previous jobs.

When learners successfully complete a learning path and graduate all the corresponding mastery tests, they achieve the skills listed below. These are recognized in the digital badges illustrated at the end of each learning path and shown alongside the skills below.

The skills achieved by learners on the career map above are summarized by the learning paths below.

Retail Induction Learning Path

Learners completing this path have demonstrated their ability to master the following skills:



- | | |
|---|---|
| 1 | Identify and articulate key trends in the retail industry. |
| 2 | List the 6 major retail business formats and describe the differences between each one, including differentiating between year-round or category management formats and seasonal or merchandise management formats. |
| 3 | Explain the key retail processes in buying, merchandising, store operations, e-commerce, omnichannel retailing and retail marketing. |
| 4 | Describe a typical retail IT applications architecture, identify the main platform issues to be aware of and the main applications involved. |
| 5 | Identify and analyze retail key performance indicators to identify the scope for potential improvements. |

You can learn more about this learning path [here](#).

Retail Account Manager Learning Path



Learners completing this path have demonstrated their ability to master the following skills:

1	Research the organization of a retail account and identify the key executive functions.
2	Review a retailer's financial statements to identify trends, business challenges and suspect opportunities in the account.
3	Perform target account analysis, identify further challenges, prioritize those that your company can address, and identify potential solutions.
4	Develop a sales plan for the account to confirm whether suspect opportunities are real ones, determine whether product or solution selling approaches will work best, plan approaches to the relevant executives for those opportunities, start initiatives to get meetings, and in conjunction with pre-sales support, create a list of meeting discovery questions for each potential opportunity.
5	Identify the quantifiable benefit areas for each opportunity.
6	Plan a negotiating strategy with the account when the sales activities have proceeded far enough.

You can learn more about this learning path [here](#).

Pre-Sales Support Learning Path



Learners completing this path have demonstrated their ability to master the following skills:

1	Research the organization of a retail account and identify the key senior management functions and their potential pain points.
2	Analyze a retailer's financial statements to identify trends, business challenges and suspect opportunities in the account.
3	Perform a detailed KPI analysis to further identify opportunities for performance improvement.
4	Perform a target account analysis, identify further challenges, prioritize those that your company can address.
5	Identify appropriate solutions with the necessary detail to make a persuasive case.
6	Identify the quantifiable benefit areas for each opportunity, the likely costs of delivery and implementation, and prepare a draft return on investment case, to be further developed as the sale progresses.

You can learn more about this learning path [here](#).

Retail Sector Sales Enablement Learning Path

Learners completing this path have demonstrated their ability to master the following skills:



1	Identify and articulate key trends in the retail industry of relevance to target accounts.
2	List the major retail business formats and describe the differences between each one, including differentiating between year-round or category management formats and seasonal of merchandise management formats.
3	Explain best practice retail processes in buying, merchandising, store operations, e-commerce, omnichannel retailing and retail marketing and contrast them against the processes used in the target account to identify opportunities to improve.
4	Identify the differences between a target account's IT applications architecture and that defined in the Quadrant Analysis.
5	Analyze retail financial statements to identify potential ways to grow sales, increase achieved gross margins, reduce expenses, optimize inventory to achieve service level targets and improve cash flow.
6	Research the retail organization of an account and identify the key senior management functions and their potential pain points.
7	Perform target account research and analysis to identify further challenges, prioritize those that their company can address, and identify potential solutions.
8	Develop a sales plan for the account to confirm whether suspect opportunities are real ones, plan approaches to the relevant executives, start initiatives to get meetings, and in conjunction with pre-sales support, create a list of meeting discovery questions for each potential opportunity. Identify appropriate solutions with the necessary detail to make a persuasive case.
9	Identify the quantifiable benefit areas for each opportunity, the likely costs of delivery and implementation and prepare a draft return on investment case, to be further developed as the sale progresses.
10	Plan a negotiating strategy with the account when the sales activities have proceeded far enough.

You can learn more about this learning path [here](#).

Retail Marketing Learning Path



Learners completing this path have demonstrated their ability to master the following skills:

1	Identify and articulate key trends in the retail industry of relevance to your market segments.
2	List the major retail business formats including online and describe the differences between each one including identifying key impacts on day to day retail business processes.
3	Explain the key retail processes in buying, merchandising, store operations, e-commerce, omnichannel retailing and retail marketing.
4	Analyze typical target accounts IT deployments against the Quadrant Analysis to identify gaps and use that knowledge to create effective messaging.
5	Analyze a retailer's financial statements to identify trends, business challenges and suspect opportunities in the account. Use that insight to develop better messaging.
6	Research retail organizations and identify the key senior management functions and their potential pain points and incorporate that knowledge into marketing plans.
7	Identify sources of information and industry performance norms to support target account analysis and planning.
8	Identify and prioritize solution areas their company can address.
9	Identify and create a range of suitable sales and job aids for the sales organization.
10	List the quantifiable benefit areas for each solution opportunity.

You can learn more about this learning path [here](#).

Store Operations Consultant Learning Path



Learners completing this path have demonstrated their ability to master the following skills:

1	Explain typical organization structures, identify the functional departments and their key executive roles, and articulate their common pain points.
2	Interview executives and managers to identify operational challenges and identify potential performance improvements.
3	Analyze retail financial statements to identify potential ways to grow sales, increase achieved gross margins, reduce expenses, optimize inventory to achieve service level targets and improve cash flow.
4	Analyze a wide range of retail KPIs to recognize where performance is better or worse than industry norms and identify performance improvements.
5	Carry out store visits to customer and competitor stores and identify potential areas to improve store performance.
6	Analyze weekly and monthly trading performance reports, identify and implement resulting performance improvements.
7	Analyze and grow sales per square foot or square meter productivity.
8	Detect sources of inventory loss and fraud and develop processes and solutions to reduce total company shrink.
9	Carry out quadrant analysis to identify areas where IT systems improvements will improve overall company performance.
10	Quantify business cases for improvement projects.

You can learn more about this learning path [here](#).

Buying and Merchandising Consultant Learning Path



Learners completing this path have demonstrated their ability to master the following skills:

1	Identify who in the organization owns which responsibilities, the challenges they face and who to consult with to gather the data required to plan a project and gather the necessary data.
2	Review the company financial reports to identify past sales trends, corresponding achieved margins, the inventory investment necessary, and be able to compare the analysis against company budgets and peer group retailers.
3	Calculate and analyze a wide variety of key performance indicators, compare them to other companies and industry norms and identify areas of the business needing improvement and successful areas that need sustaining.
4	Conduct store visits to the client's stores and competitors to observe store operations and identify areas needing improvement.
5	Use the Quadrant Analysis tool to assess how the company's IT systems to manage the buying, merchandising and trading operations compare with industry best practice and peer group retailers, thereby identifying potential for improvement.
6	The ability to develop demand forecasts and define demand forecasting processes.
7	The ability to determine initial allocations and future replenishment quantities and to be able to define the processes to do this.
8	Develop merchandise and assortment plans and specify the appropriate planning processes for the client.
9	Define the processes need to monitor weekly and monthly training performance, identify successes to be reinforced and weaknesses to be addressed.
10	Identify ways of exploiting omni-channel retailing to optimize business performance.
11	Quantify a business case including assessing the benefits of proposals and identifying the associated costs, so that a return on investment can be determined.

You can learn more about this learning path [here](#).

E-Commerce & Omni-Channel Consultant Learning Path



Learners completing this path have demonstrated their ability to master the following skills:

1	Explain typical organization structures, identify the functional departments and their key executive roles, and their common pain points.
2	Interview executives and managers to identify operational challenges and potential performance improvements.
3	Analyze retail financial statements to identify potential ways to grow sales, increase achieved gross margins, reduce expenses, optimize inventory to achieve service level targets and improve cash flow.
4	Analyze a wide range of retail KPIs to recognize where performance is better or worse than industry norms and identify performance improvements.
5	Carry out quadrant analysis to identify areas where IT systems improvements will improve overall company performance.
6	Detect sources of inventory loss and fraud online and in store returns and develop processes and solutions to reduce total company shrink.
7	Identify ways to maximize omni-channel effectiveness.
8	Review the online store design to identify ways to apply best practice visual merchandise presentation and selling page management to the online store.
9	Analyze weekly and monthly trading performance, identify and implement performance improvements.
10	Quantify business cases for improvement projects.

You can learn more about this learning path [here](#).

Supply Chain Consultant Learning Path

Learners completing this path have demonstrated their ability to master the following skills:



- 1 Explain typical organization structures, identify the functional departments and their key executive roles, and their common pain points.
- 2 Interview executives and managers to identify operational challenges and potential performance improvements.
- 3 Analyze retail financial statements to identify potential ways to grow sales, increase achieved gross margins, reduce expenses, optimize inventory to achieve service level targets and improve cash flow.
- 4 Analyze a wide range of retail KPIs to recognize where performance is better or worse than industry norms and identify performance improvements.
- 5 Map and analyze a company's total supply chain to identify dependencies and interactions with other entities, and identify ways to improve total supply chain performance.
- 6 Carry out quadrant analysis to identify areas where IT systems improvements will improve overall company performance.
- 7 Analyze sales and inventory performance to identify potential improvements in managing and growing sales, improving achieved gross margins and optimizing inventory levels.
- 8 Identify the improvement potential in demand forecasting, lost sales avoidance and potential improvements to allocation and replenishment processes, and merchandise and assortment planning.
- 9 Quantify business cases for improvement projects.

You can learn more about this learning path [here](#).