



“Training Course for Retail Store Manager - Commercial Sector in China”

July 2012



LUISS BUSINESS SCHOOL

Divisione LUISS Guido Carli



Training Path

2. Actions and Tools

The course aims to provide a tailored knowledge to develop the key skills needed to operate in the Sales and Retail Management context with the highest expertise. With this perspective, the course path is divided in 5 modules, related to the respective fundamental areas of the sales business management. Each module includes 16 hours of teaching and 8 hours of case studies, business simulations and professional experience presentations.

2.1 Course Structure

The modular structure is developed as an intensive course (15 days in 3 weeks) throughout a conceptual path, starting with essential basic concepts and moving progressively to specific models and schemes focused on sales management.

Module 1: Accounting

In order to homogenize the level of the class, the first unit provides basic notions concerning sales profitability, with a particular attention to the drivers which determinate the main accounting variables relevant to the sales and store management processes.

Module Structure (24 hours, 3 days):

1. Concepts Recall: turnover, cost of sales, gross margin; EBITDA, EBIT.
2. P&L Management and break-even analysis
3. P&L Perspective: field analysis and study of the relevant tools for sales and store managers.

Module 2: Human Resource and Staff Management

The purpose of the module is to offer a comprehensive overview of the HR management for sales development. It includes “classic” HR notions connected to the sales field as well as specific analysis of the micro-organizational dynamics related to job distribution and incentive mechanisms.

Module Structure (24 hours, 3 days):

1. Selection, education and incentive
 - Professional profiles: marketing managers, sales managers, store managers
 - Mixed skills and team-work
 - Company knowledge (internal: culture, products etc.; external: customers and competitors) and distinctive skills
 - Daily training and learning by doing
 - Goal setting and incentive mechanisms

2. Job rotation

- Dynamics: when, how, what & who
- Motivation and career paths
- Rotation levels (store/company/group)

3. Team management and team building:

- Managers and leaders
- Leadership styles
- Leadership, followership and team composition
- The organization of the team and the choice of training (traffic/staff/sales)

Module 3: Marketing Mix and Sales Operations

The module begins with an overview of the principal variables of the operational marketing, adapted to the different levels of the distribution structure. Subsequently, the unit deepened all the different issues related to customer relations, tailored to the Chinese context. All these tools, completed by experiential marketing knowledge, assume a crucial importance in today market to ensure a stronger commercial penetration.

Module Structure (24 hours, 3 days):

1. Business Marketing and local contextualization
 - Global standards vs. local contextualisation
 - Fashion / icon products, experiential and sensorial marketing
 - Local sales estimations
 - Trend analysis and follow up / monitoring
2. Sales Operations
 - Transports and logistics processes
 - Warehouse organization
 - Problems with Chinese customs operations
3. Store Management
 - Visual marketing management: design, assortment, brand
 - Sales development and corporate image promotion and protection
 - Store organization: the balance among sales, display and stock.

Module 4: Customer Relationship Management

The unit is focused on the customer driven approach, which requires the use of tools and systems orientated to a complete multi-level customer analysis, including purchase attitude and techniques capable of anticipating customers' behaviours. The contents cover all the processes which entail a contact with customers, from stimulation of customers' desire of purchase to post-sales activities. Today's market imposes a global customer care which is not limited to the single sale, but it entails all the activities

finalized to customers retention. In this perspective, retail centers become the core of all sales and marketing activities.

Module Structure (24 hours, 3 days):

1. Sales & CRM: the relation
 - Product orientated and customer driven approaches
 - Cost-benefit analysis of customer relations: cross-selling and up selling
 - CRM
2. Customer portfolio:
 - How to create, update and manage a customer database
 - Customer data and profiling analysis
 - Tailored services and initiatives for customers
3. Sales and post-sales processes:
 - The importance of customer service in purchasing processes: critical success factors in the Chinese market
 - Customer approach and post-sales services
 - Customer retention programs and tailored offers (VIP programs/special events, etc.)

Module 5: Reporting

The module stresses the linkage between the available data and the successive actions which managers can carry on this base. In particular, the focus is concentrated on the data mining and analysis skills, as well as on the development of competency in planning future activities.

Module Structure (24 hours, 3 days):

1. Feedback mechanisms
 - Daily / weekly / monthly sales
 - Comparison of historical data
 - Season sales analysis: Chinese market specific trends
2. Synthetic indicators:
 - Sales by staff
 - Average ticket
 - Conversion rate "Walk In"
 - Customers frequency
3. Understanding reports and reprogramming
 - Matching outcomes with budget: the gap analysis
 - Reprogramming: the sustainable growth analysis
 - Business planning

2.2 Project work

The course path is completed by a project work which, as an active learning tool, is expected to refine individual competences and skills acquired in classes. This phase will start at the end of the lessons and it will be carried out by single participants or in small groups in 4 weeks within companies operating in the Chinese market. The project work is specifically aimed at developing participants' problem solving capacity. The issues treated will be selected on the base of their real relevancy for the hosting company. Two tutors will supervise the activity, supported by a professor and a company's manager. Both of them will contribute to the participants' final evaluation (see below for more information about this point).

2.3 Course Professors

The course will be taught by the following professors (for the curricula see part IV).

1. Giovanni Fiori, Full Professor of Business Economics - LUISS Guido Carli (Module 1 and 5)
2. Elisa Raoli, Post-Doc Fellow in Management - LUISS Guido Carli (Module 1 and 5)
3. Paolo Boccardelli, Associate Professor of Economics and Business Management - LUISS Guido Carli (Module 3 and 4)
4. Luca Giustiniano, Associate Professor of Economics and Business Management - LUISS Guido Carli (Module 2 and 3)
5. Luca Pirolo, Professor of Economics and Business Management - LUISS Guido Carli (Module 3 and 4)
6. Francesco Bolici, Research Fellow of Business Organization - Cassino University and Professor - LUISS Business School (Module 2 and 4)
7. Lucia Marchegiani, Research Fellow of Business Organization - University of Roma Tre and LUISS Business School (Module 2)
8. Enzo Peruffo, Post-doc Fellow Economics and Business Management - LUISS Guido Carli (Module 3 and 4)
9. Matteo De Angelis, Post-doc Fellow in Marketing - LUISS Guido Carli (Module 3 and 4)
10. Roberto Dandi, Post-doc Fellow in Business Organization - LUISS Guido Carli (Module 3 and 4)
11. Angelo Riccaboni, Head of Department, Richard Goodwin School of Economics and Management, University of Siena (Module 5)
12. Emilia Leone, PhD Candidate in Management and Corporate Governance, University of Siena (Module 5)
13. Cristiano Busco, Associate Professor of Accounting Management and Business Administration - University of Siena (Module 5)
14. Federico Bernabe, Associate Professor of Business Administration - University of Siena (Module 5)

2.4 Location

The course will be held in July 2012 at the LUISS University campus in Rome.



2.5 Placement

For the participants currently working in a company, the placement service will be aimed to support their internal career progress and to help them strengthen their performances.

For other participants, the placement service will mainly be a project work helds within partner companies and, later, through the wide database and network that LUISS has with companies operating in China in the retail and franchising fields.

2.6 Follow up: progress assessment and ex post evaluation activities

All classes and activities are based on an interactive learning approach. Students' participation will be monitored and assessed by professors taking into consideration attendance, relevance of single interventions, judgement on specific topics. At the end of each unit, participants will take a written exam which, together with the evaluation of students' participation, will constitute the final grade.

Moreover, at the end of their project work participants will have to submit a final report, comparing the achieved results with the assigned objectives. These documents will be valued both by LUISS and the company tutor.

Program Costs

Total tuition amounts to 5.000 euro

Scholarships cover up to 90% of the program's tuition.

Contacts

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