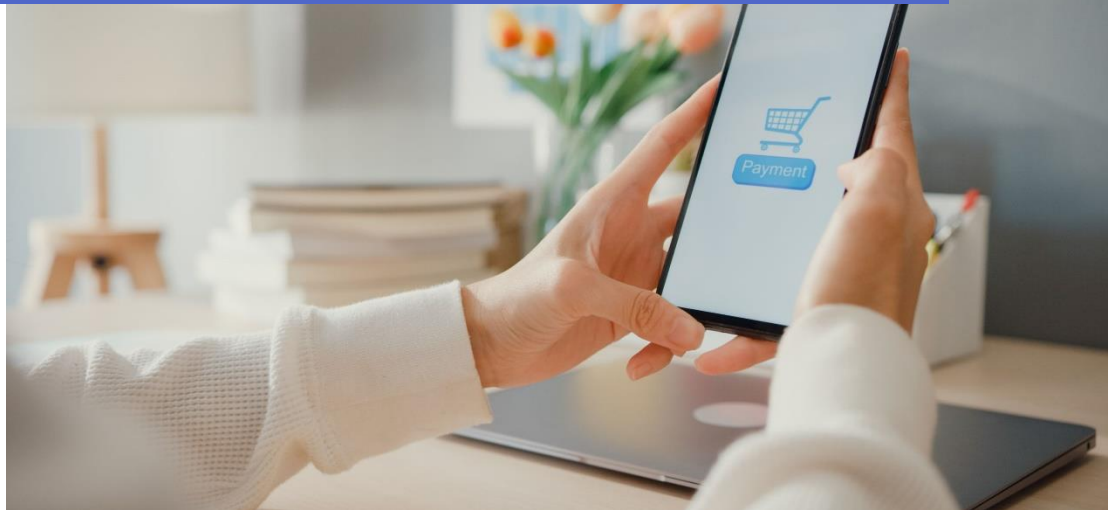


Product Catalogue 2025



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Consumer Goods Industry Suite



The Consumer Goods Industry suite comprises 6 e-learning classes covering many aspects of the consumer goods business.

The Consumer Goods Industry suite comprises 6 e-learning classes covering many aspects of the consumer goods business, primarily addressing the sales, marketing and supply chain aspects of the industry including industry trends, structure of financials, key performance indicators, typical organization structures, key departmental business processes and much else.

Who Is It Suitable For?

This suite is designed for:

- New hires to consumer goods manufacturers as part of their induction to the company and the industry
- People who sell or market to consumer goods companies, especially IT suppliers, consultants and third party logistics companies.
- It will also benefit consumer goods personnel who sell directly to retailers and those who are involved in manufacturer Direct to Consumer (DTC) operations

Detailed Content

The suite consists of 6 modules:

- [Consumer Goods Industry Overview](#)
- [Consumer Goods Organization](#)
- [Consumer Goods Financials & KPIs](#)
- [Consumer Goods & Retail Supply Chain](#)
- [Consumer Goods & Retail Channel Interactions](#)
- [Consumer Goods Sales & Marketing Operations](#)

Each module has its own mastery test. Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain a deep understanding of the consumer goods industry (excluding manufacturing itself) and be able to apply their knowledge to their individual roles much more effectively and quickly.

Customer Feedback

Survey results from over 1,900 learners who studied our programs in 2020 gave us an average score of 4.3 out of 5 in response to questions such as “Has this course helped you do your job better” and “How likely would you be to recommend the course to a friend or colleague?” Individual ratings for each module are given on the module page.

Hours of Study

The complete suite will take about 10 hours to study, though we recommend short sessions of 30 minutes or so at a time to improve comprehension and retention. Individual times for each module are given on the product page for that module.

Resources Included

Individual modules include a variety of downloadable resources which can be viewed in the class page for each module.

Pre-Requisites Necessary

None.

NASBA CPE Credits

CPE Eligibility

If you are a CPA licensed in the United States, you may be eligible for NASBA Continuing Professional Education credit for each of the modules within this suite. To gain CPE credit, you must complete a module and prove successful completion by passing the Assessment Test (with a 70% pass mark or better) within one year from the date of purchase.

NASBA CPE Details for individual modules

The NASBA CPE details for each individual module can be found in the table below. All modules are delivered as QAS Self Study (Traditional).

Module	CPE Credits	Field of Study	Program Level	Pre-requisites	Last Updated
Consumer Goods Industry Overview	1.5	Specialized Knowledge	Basic	None	Dec 2024
Consumer Goods Organization	1.2	Specialized Knowledge	Basic	None	Dec 2024
Consumer Goods Financials & KPIs	1.5	Specialized Knowledge	Intermediate	None	Dec 2024
Consumer Goods & Retail Supply Chain	2.0	Specialized Knowledge	Basic	None	Dec 2024
Consumer Goods & Retail Channel Interactions	1.2	Specialized Knowledge	Basic	None	Dec 2024
Consumer Goods Sales & Marketing Operations	1.5	Specialized Knowledge	Basic	None	Dec 2024

After This Program

The next logical program in developing learners' knowledge depends on the role they are doing. The [Learning Paths](#) section of the Martec International [web site](#) will give more detailed information.

Consumer Goods Industry Overview



This course identifies the main company types that make up the consumer goods value chain. It categorises consumer goods companies into market segments and explains the key drivers for the customers they serve.

This course identifies the main company types that make up the consumer goods value chain extending from raw material suppliers to retailers, wholesalers and consumers. It categorises consumer goods companies into market segments and explains the key drivers for the customers they serve, which is mainly retailers and wholesalers. It then explains the key trends affecting the consumer goods sector, such as Direct to Consumer. This class is part of the Consumer Goods Industry suite.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to consumer goods companies (consumer packaged goods and consumer durables).
- New hires to consumer goods manufacturers as part of their induction program, and IT teams and others who need to understand the consumer goods business more fully.

Detailed Content

The detailed content includes:

- Consumer goods definition
- Consumer goods value chain
- The retail players
- Consumer products manufacturers
- Market segments
- Customer drivers
- Key trends:
 - Emergence of the connected customer
 - Retail renaissance
 - Growth from emerging markets
 - Changes in supply chain and sourcing
 - Availability issues on the store shelf
 - Growth of retailers' private label
 - Growth of consumer conscience and Government edicts
 - Counterfeiting and grey market distribution
 - Emerging trends and challenges
 - Consumers
 - Counterfeiting and grey market distribution
 - Other emerging trends and challenges
- Summary
- Mastery test

Each module has its own mastery test. Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the consumer goods industry faster, shortening their path to full productivity.

Customer Feedback

A survey of over 1260 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 to 2 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Summary of Class
- Summary of trends
- Corona virus white paper addressing how retailers and consumer goods companies are impacted by the Corona virus pandemic.

Pre-Requisites Necessary

None.

After This Program

This program is a module from our [Consumer Goods Industry Suite](#). A companion program in developing learners' knowledge is [Overview of the Retail Industry](#) to give a fuller overview your customers.

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Consumer Goods Organization



The course describes and identifies the various departments or functions that make up the business, what their objectives are, who the key executives are in each function, their roles and responsibilities.

The course describes a typical organization structure for a consumer goods company. It identifies the various departments or functions that make up the business, what their objectives are, who the key executives are in each function, their roles and responsibilities. This is a module of the Consumer Goods Industry suite.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to consumer goods companies (consumer packaged goods and consumer durables).
- New hires to consumer goods manufacturers as part of their induction program, and IT teams and others who need to understand the consumer goods business more fully.

Detailed Content

The detailed content includes:

- Typical consumer goods organization structure
- Key job roles and responsibilities:
 - CEO
 - Sales and Marketing
 - Category Captains
 - Manufacturing / Operations
 - Supply Chain
 - Research and Development
 - Packaging Engineering
 - Finance
 - IT
 - Human Resources
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the consumer goods industry faster, shortening their path to full productivity.

Customer Feedback

A survey of over 390 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 to 2 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Typical organization chart
- Executive pains and challenges table
- Corona virus white paper addressing how retailers and consumer goods companies are impacted by the Corona virus pandemic.

Each module also contains links to our Retail and Consumer Goods Industry WIKI and performance support system, which contains additional content, downloadable job aids and tools to enhance your training and provide performance support in your job.

Pre-Requisites Necessary

None.

After This Program

This program is a module from our [Consumer Goods Industry Suite](#) training suite. The next logical program in developing learners' knowledge is [Consumer Goods Financials & KPIs](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Consumer Goods Financials & KPIs



This course gives an overview of the main financial statements and then explores the profit and loss account in detail.

This course gives an overview of the main financial statements and then explores the profit and loss account in detail. It explains each term and how to read the P&L, and also gives advice on how to interpret what you are reading. It does the same for the balance sheet. One of the biggest assets in the balance sheet is inventory and the class explains how changes in inventory levels impact the balance sheet and the cash flow statement. It reviews the key performance indicators that matter most and concludes with an explanation of how the CAPEX (capital expenditure) process typically works. This class is a module of the Consumer Goods Industry suite.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to consumer goods companies (consumer packaged goods and consumer durables).
- New hires to consumer goods manufacturers as part of their induction program and IT teams and others who need to understand the consumer goods business more fully.

Detailed Content

The detailed content includes:

- An overview of consumer goods financial statements
- The profit and loss account
- Impact of the product life cycle on gross margins
- SG&A expenses
- The balance sheet
- Formula recap
- Evaluating changes in inventory
- Key performance indicators reviewed so far
- Other key performance indicators (KPIs)
- Reviewing the accounts
- Example analysis
- Questions to ask
- CAPEX
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the consumer goods industry faster, shortening their path to full productivity. Product or service suppliers to consumer goods companies will more easily spot potential business opportunities.

Customer Feedback

A survey of over 300 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

2 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Summary of module
- Key performance indicators used
- Profit and loss analyzer

Pre-Requisites Necessary

None but it will be helpful to have studied the [Consumer Goods Industry Overview](#) class first if you have no previous experience in this industry.

After This Program

This program is a module from our [Consumer Goods Industry Suite](#). The next logical program in developing learners' knowledge is [Consumer Goods & Retail Supply Chain](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Consumer Goods & Retail Supply Chain



This module examines all aspects of the supply chain and supply chain management in a consumer goods company.

This module starts by explaining what supply chain management is and what its key goals are. It gives examples of supply chain structures in several market segments. The class defines the various types of inventory in a consumer goods supply chain and their ownership. It addresses demand forecasting versus sales forecasting and lost sales estimation. It explains various techniques and strategies for minimising inventory needs throughout the supply chain and addresses a variety of supply chain challenges. It also covers key processes and supply chain key performance indicators. This is a module of the Consumer Goods Industry suite.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to consumer goods companies (consumer packaged goods and consumer durables).
- New hires to consumer goods manufacturers as part of their induction program and IT teams and others who need to understand the consumer goods business more fully.

Detailed Content

The detailed content includes:

- Supply chain objectives
- What is supply chain management?
- Key goals for supply chain management
- Example apparel supply chain
- Demand forecasting vs Sales forecasting
- Supply chain versus demand chain
- Lost sales estimation
- Inventory types
- Finished goods inventory types
- Inventory ABC analysis
- Inventory – how much do we need?
- Forecasting
- Parallelism and postponement
- Parallel textile industry supply chain
- Sourcing
- Supply chain challenges
- Product costs, shrinkage and waste
- Supply and demand imbalance (the bullwhip effect)
- Security and counterfeiting
- Sales and operations planning (S&OP)
- Collaborative planning and replenishment (CPFR)
- Global data synchronization network
- Compliance – track and trace
- Key performance indicators
- Supply chain management applications
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the consumer goods industry faster, shortening their path to full productivity. They will understand consumer goods supply chains in detail and be able to spot improvement opportunities for their organisation or their target accounts.

Customer Feedback

A survey of over 240 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

2 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Summary of module
- Corona virus white paper addressing how retailers and consumer goods companies are impacted by the Corona virus pandemic

Pre-Requisites Necessary

None, but it would be helpful to have studied [Consumer Goods Industry Overview](#) program or to have previous Consumer Goods sector experience.

After This Program

This program is a module from our [Consumer Goods Industry Suite](#). The next logical program in developing learners' knowledge is [Consumer Goods Sales & Marketing Operations](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Consumer Goods & Retail Channel Interactions



The retail channel interactions module describes the alignment between the various departments and functions in a consumer goods manufacturer and their “opposite numbers” in the retailer or wholesaler.

The retail channel interactions module describes the alignment between the various departments and functions in a consumer goods manufacturer and their “opposite numbers” in the retailer or wholesaler. It addresses how synchronization works between these various departments to ensure a smooth and efficient business relationship. It then examines each retail channel interaction in more detail. As an example, it explains how the trade promotion function in a consumer goods manufacturer works with the buying and merchandising department and the marketing department in a retail business. It concludes by exploring the partnership notion and how realistic partnerships can function. This class is a module of the Consumer Goods Industry suite.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to consumer goods companies (consumer packaged goods and consumer durables).
- New hires to consumer goods manufacturers as part of their induction program and IT teams and others who need to understand the consumer goods business more fully.
- It will also benefit consumer goods personnel who sell directly to retailers and those who are involved in manufacturer Direct to Consumer (DTC) operations.

Detailed Content

The detailed content includes:

- Objectives
- Synchronizing operations (between CG companies and their direct customers)
- Touch points between retailers and consumer goods companies
 - Buying and merchandising
 - Store operations
 - Marketing
 - Logistics
 - Finance
 - IT
 - E-commerce
- Trade support
- Partnering
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the consumer goods industry faster, shortening their path to full productivity.

Customer Feedback

A survey of over 180 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

2 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Summary of module
- Interactions Flow chart
- Corona virus white paper addressing how retailers and consumer goods companies are impacted by the Corona virus pandemic

Pre-Requisites Necessary

None, but it would be helpful to have studied [Consumer Goods Industry Overview](#) program or to have previous Consumer Goods sector experience.

After This Program

This program is a module from our [Consumer Goods Industry Suite](#) training suite. The next logical program in developing learners' knowledge is [Consumer Goods & Retail Supply Chain](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Consumer Goods Sales and Marketing Operations



This class examines customer segments CG companies serve. It reviews and explores in more detail how the account management roles and functions work. The marketing section addresses all forms of marketing currently used by consumer goods companies.

This class starts by examining the various customer segments consumer goods companies serve. It then reviews how the account management function works in a consumer goods company and the various roles that may be present in an account team. These roles are then explored in more detail. The marketing section addresses conventional marketing, the new wave of social media marketing, trade promotion planning and management including the use of cooperative funds, category management services, planogram services and the like. It also addresses direct to consumer (DTC) marketing, which is a rapidly growing sector. This is a module of the Fundamentals of Consumer Goods suite.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to consumer goods companies (consumer packaged goods and consumer durables).
- New hires to consumer goods manufacturers as part of their induction program and IT teams and others who need to understand the consumer goods business more fully.

Detailed Content

The detailed content includes:

- Objectives
- Customer segments and consumer goods sales and marketing organizations
- Exercise
- Account team responsibilities
- Sales and Marketing
- Pricing
- What is category management?
- What is a category?
- Basic steps in category management
- The 8 stages of category management
- Category management and planogramming
- Promotion planning
- Category captains
- Marketing
- Promotion planning
- Managing trade promotions
- Impediments to effective promotion assessment
- Trade support
- What are your 3 greatest challenges in working with retailers today?
- Direct to consumer sales
- Direct to consumer marketing
- Examples
- Trade promotion planning and management
- Summary

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the consumer goods industry faster, shortening their path to full productivity. Suppliers to consumer goods companies will be able to identify opportunities where they can help their clients improve.

Customer Feedback

A survey of over 375 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

2 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Summary of module
- Amazon poses a major threat to these brands
- Value added services summary
- Corona virus white paper addressing how retailers and consumer goods companies are impacted by the Corona virus pandemic

Pre-Requisites Necessary

None, but it would be good to have studied the [Consumer Goods Industry Overview](#) program or to have previous Consumer Goods sector experience.

After This Program

This program is a module from our [Consumer Goods Industry Suite](#) training suite. The next logical program in developing learners' knowledge is [Consumer Goods & Retail Supply Chain](#) and [Consumer Goods & Retail Channel Interactions](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Fundamentals of Retail Suite



The Fundamentals of Retailing suite comprises 10 e-learning classes covering many aspects of retailing.

The Fundamentals of Retailing suite comprises 10 e-learning classes covering many aspects of retailing including industry trends, retail financials, typical organization structures, key departmental business processes, key performance indicators and much else.

Who Is It Suitable For?

This suite is designed for:

- New hires to retailing
- People who sell or market to retailers, especially IT suppliers, consultants and third party logistics companies.
- It will also benefit consumer goods manufacturers who sell directly to retailers and those who are involved in manufacturer Direct to Consumer (DTC) operations
- Those who market to retailers to get their content specified in retail products
- And is also valuable as part of induction training for retail management trainees and for retail IT teams and others who need to understand the retail business more fully.

Detailed Content

The suite consists of 10 modules:

- [Overview of the Retail Industry](#)
- [Overview of Key Retail Processes](#)
- [Analyzing Retail Key Performance Indicators](#)
- [Introduction to Retail Financials](#)
- [Retail Organization Structures](#)
- [Buying & Merchandising Overview](#)
- [E-Commerce & Omni-Channel Retailing](#)
- [Retail Marketing](#)
- [Retail IT Applications Overview](#)

Each module has its own mastery test. Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain a deep understanding of retailing and be able to apply their knowledge to their individual roles much more effectively and quickly.

Customer Feedback

Survey results from over 1,900 learners who studied our programs in 2020 gave us an average score of 4.3 out of 5 in response to questions such as “Has this course helped you do your job better” and “How likely would you be to recommend the course to a friend or colleague?”

Hours of Study

The complete suite will take about 10 to 14 hours to study, though we recommend shorter sessions of 30 minutes or so at a time to improve comprehension and retention. Individual times for each module are given on the product page for that module.

Resources Included

Individual modules include a variety of downloadable resources which can be viewed in the class page for each module.

Pre-Requisites Necessary

None.

NASBA CPE Credits

CPE Eligibility

If you are a CPA licensed in the United States, you may be eligible for NASBA Continuing Professional Education credit for each of the modules within this suite. To gain CPE credit, you must complete a module and prove successful completion by passing the Assessment Test (with a 70% pass mark or better) within one year from the date of purchase.

NASBA CPE Details for individual modules

The NASBA CPE details for each individual module can be found in the table below. All modules are delivered as QAS Self Study (Traditional).

Module	CPE Credits	Field of Study	Program Level	Pre-requisites	Last Updated
Overview of the Retail Industry	2.0	Specialized Knowledge	Basic	None	July 2023
Overview of Key Retail Processes	1.2	Specialized Knowledge	Basic	If no retail experience, we suggest studying 'Overview of the Retail Industry' first.	July 2023
Retail Organization Structures	1.2	Business Mgmt & Org	Intermediate	If no retail experience, we suggest studying 'Overview of the Retail Industry' first.	July 2023
Introduction to Retail Financials	1.2	Finance	Intermediate	If no retail experience, we suggest studying 'Overview of the Retail Industry' first.	July 2023
Analyzing Retail Key Performance Indicators	1.5	Business Mgmt & Org	Intermediate	If no retail experience, we suggest studying 'Overview of the Retail Industry' first.	July 2023
Retailer IT Applications Overview	1.0	Information Technology	Intermediate	Some basic familiarity with IT concepts is beneficial to completing this module.	July 2023
Buying & Merchandising Overview	2.0	Specialized Knowledge	Intermediate	If no retail experience, we suggest studying 'Overview of the Retail Industry' first.	July 2023
Introduction to Store Operations	0.5	Specialized Knowledge	Basic	If no retail experience, we suggest studying 'Overview of the Retail Industry' first.	July 2023
E-commerce & Omni-channel Retailing	1.2	Specialized Knowledge	Basic	If no retail experience, we suggest studying 'Overview of the Retail Industry' first.	July 2023
Retail Marketing	1.0	Specialized Knowledge	Basic	If no retail experience, we suggest studying 'Overview of the Retail Industry' first.	July 2023

After This Program

The next logical program in developing learners' knowledge depends on the role they are doing. The [Learning Paths](#) section of this web site will give more detailed information.

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Overview of the Retail Industry



This course defines retailing and its role in the supply chain, explains the different retail formats, both online and brick and mortar, and describes the main retail trends.

This program defines retailing and its role in the supply chain, explains the different retail formats, both online and brick and mortar, and describes the main retail trends.

Who Is It Suitable For?

The program is suitable for all those new to retailing including:

- Anyone starting a career in retailing
- Anyone in a consumer goods manufacturer that wants to start learning about the manufacturers potential customers
- Anyone working in a company providing services to retailers, who wishes to either sell to retailers more successfully or play a role in project implementations for retailers.

The detailed content includes:

- What is retailing?
- Retail formats:
 - Department stores
 - Mass merchants/mixed goods retailers
 - Large format speciality stores
 - Small format speciality stores
 - Food and drug retailers, such as supermarkets, convenience stores, hypermarkets and pharmacies
 - Online retailers and home shopping companies
- Key retail trends:
 - Growth and development of omni-channel retailing
 - Using the Internet to drive international expansion
 - Improving customer engagement
 - Enhancing customer service
 - Greater use of computer controlled automation
 - Etc.
- Comprehensive mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Customer Feedback

A survey of over 1020 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1.5 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- A comparison table of the differences between retail formats
- Common retail floor plan models related to the formats covered
- A summary of the latest trends
- A white paper giving an overview of how the Covid pandemic is changing retail.

Pre-Requisites Necessary

There are no pre-requisites necessary before studying this program.

After This Program

This program is the entry program to our [Fundamentals of Retail](#) training suite. The next logical program in developing learners' knowledge is [Overview of Key Retail Processes](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Overview of Key Retail Processes



This course defines retailing and its role in the supply chain, explains the different retail formats, both online and brick and mortar, and describes the main retail trends.

This course reviews the key retail processes and the departments that they impact.

Who Is It Suitable For?

This program is designed for people who sell or market to retailers and people joining a retailer for the first time. It will also benefit merchandise suppliers who sell directly to retailers, those who market to retailers to get their content specified in retail products and for IT teams who need to understand the retail business more fully.

Detailed Content

The detailed content includes:

- Overview of key retail processes
- Merchandise and category management:
 - Planning flow
 - Merchandise and category management differences
 - Retail merchandising
 - Category definition
 - Category management
- Buying:
 - Buying activities
 - Open to Buy Management
- Marketing:
 - Marketing activities
 - Customer Relationship Management
- Supply chain management:
 - What is supply chain management?
 - The merchandise flow
 - Vendor collaboration
- Store operations activities
- E-commerce activities
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the retail industry faster, shortening their path to full productivity.

Customer Feedback

A survey of over 235 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 hour

Resources Included

The class includes the following downloadable resources for printing and review:

- Overview of processes summary
- Recovering Sales and Profitability after Corona Virus White Paper.

Pre-Requisites Necessary

[Overview of the Retail Industry.](#)

After This Program

This program is a module from our [Fundamentals of Retail](#) training suite. The next logical program in developing learners' knowledge is [Retail IT Applications Overview](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Retail IT Applications Overview



This course examines the architecture of retail applications systems and the use of Quadrant Analysis as an aid to interviewing retailers about their current systems.

This course examines the architecture of retail applications systems and the use of Quadrant Analysis as an aid to interviewing retailers about their current systems.

Who Is It Suitable For?

This program is designed for people who sell or market to retailers. It is ideal for companies who sell or market IT solutions to retailers. It will also benefit merchandise suppliers who sell directly to retailers, and is also valuable as induction training for retail management trainees and for IT teams who need to understand the retail business more fully.

Detailed Content

The detailed content includes:

- High level application architecture:
 - Headquarters
 - Store systems
 - Sales audit and polling
 - CRM / marketing database
 - Loss prevention
 - Logistics
 - Finance
 - Human resources
 - Store portal
 - Product lifecycle management
 - Call center
 - Merchandise optimization
 - Systems implications
- Application quadrant analysis concept and use:
 - Strategic
 - Key operational
 - High potential?
 - Maintenance
- Application quadrant analysis job aid:
 - Fashion / specialty, department stores and mixed goods retailers
 - Grocery and drug stores
 - Online retailers
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the retail industry faster, shortening their path to full productivity.

Customer Feedback

A survey of over 97 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 hour

Resources Included

The class includes the following downloadable resources for printing and review:

- Two application architecture charts for transaction processing and business intelligence
- Downloadable Quadrant Analysis for printing and review
- Covid safety features checklist.

Pre-Requisites Necessary

None.

After This Program

This program is a module from our [Fundamentals of Retail](#) training suite. The next logical program in developing learners' knowledge is [Analyzing Retail Key Performance Indicators](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Analyzing Retail Key Performance Indicators



This course explores the common KPIs used today across all retail sales channels and how to improve them.

This course explores the common KPIs used today across all retail sales channels and how to improve them. It is a module of the Fundamentals of Retailing suite.

Who Is It Suitable For?

This program is designed for:

- New hires to retail, especially in management or graduate entry programs.
- People who sell or market to retailers, especially IT suppliers.
- It will also benefit consumer goods manufacturers who sell directly to retailers and those who are involved in manufacturer Direct to consumer (DTC) operations.
- Those who market to retailers to get their content specified in retail product.
- And is also valuable as part of induction training for retail IT teams and others who need to understand the retail business more fully.

Detailed Content

The detailed content includes:

- Introduction to retail KPIs
- Sales KPIs:
 - Sales vs last year
 - Sales vs plan
 - Comp store / same store sales / like for like
 - Sales per square foot / metre
 - Sales per linear foot / metre
 - Sell through
- Inventory KPIs:
 - Inventory turn
 - Availability / in stock %
 - Fresh stock percent
 - Weeks of supply
 - Shrinkage
- Margin KPIs:
 - Gross margin
 - Gross margin %
 - Markdowns
 - Markup
 - GMROI
- Marketing KPIs:
 - Market share
 - Share of the purse / wallet
- Average US retail KPIs by retail segment

- Average European retail KPIs by retail segment
- Using KPIs for account planning
- KPI analysis of accounts
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with performance analysis in the retail industry faster, shortening their path to full productivity.

Customer Feedback

A survey of nearly 85 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 to 2 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Average US Retail KPIs
- Average UK Retail KPIs

Pre-Requisites Necessary

None.

After This Program

This program is a module from our [Fundamentals of Retail](#) training suite. The next logical program in developing learners' knowledge is [Introduction to Store Operations](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Introduction to Retail Financials



This course explores the main financial statements used by retail organizations and how retailers make their money.

This course explores the main financial statements used by retail organizations and how retailers make their money.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to retailers, especially IT suppliers.
- It will also benefit consumer goods manufacturers who sell directly to retailers and those who are involved in manufacturer Direct to consumer (DTC) operations.
- Those who market to retailers to get their content specified in retail products.
- And is also valuable as part of induction training for retail management trainees and for retail IT teams and others, such as Finance, HR and Supply Chain, who need to understand the retail business more fully.

Detailed Content

The detailed content includes:

- Retail profit model:
 - Retail profit and loss account
 - Average retail profit before tax
 - Retail profit model
 - Operating expenses
- Balance sheet:
 - Balance sheet essentials
 - Current assets
 - Fixed assets
 - Liabilities
 - Equity and retained profits
 - Return on Net Assets
 - Asset utilization
- Industry profitability drivers:
 - Building retail sales and profitability
 - Maximizing cash flow and profits
 - Balancing gross margins, payment terms and inventory turns
- Retail and cost methods of accounting:
 - Definitions
 - Advantages and disadvantages of the retail method
 - Advantages and disadvantages of the cost method
- Summary

- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the retail industry faster, shortening their path to full productivity.

Customer Feedback

A survey of 45 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 hour

Resources Included

The class includes the following downloadable resources for printing and review:

- Module summary
- Retail and Cost Methods of Accounting
- Numbers that matter in retail white paper

Pre-Requisites Necessary

None.

After This Program

This program is a module from our [Fundamentals of Retail](#) training suite. The next logical program in developing learners' knowledge is [Analyzing Retail Key Performance Indicators](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Retail Organization Structures



This course describes the structure in various retail organizations, describes the roles of the key executives and their departments and lists the business pains they commonly face.

This course describes the structure in various retail organizations, describes the roles of the key executives and their departments and lists the business pains they commonly face.

Who Is It Suitable For?

This program is designed for:

- New hires into management or graduate training programs in retailers
- People who sell or market to retailers, especially IT suppliers.
- It will also benefit consumer goods manufacturers who sell directly to retailers.
- Those who market to retailers to get their content specified in retail products.
- And is also valuable as part of induction training for retail management trainees and for retail IT teams and others who need to understand the retail business more fully.

Detailed Content

The detailed content includes:

- Retail organization structure:
 - CEO's pains
 - All senior executive's pains by function
 - Senior executive bonus structures
 - Merchandise management retailers:
 - Buying and merchandising structure
 - The different roles and their functions
- Marketing:
 - Marketing activities
 - Customer Relationship Management
- Category management retailers:
 - Category management structure
 - The different roles and their functions
- Common to all retailers:
 - Store operations
 - Finance
 - Marketing
 - E-commerce
 - Warehousing and distribution
 - IT structure
- Capex committee and the Capex decision making process
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with a typical retail industry organization, shortening their path to full productivity.

Customer Feedback

A survey of over 215 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 to 2 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Retail organization structure charts, pain point charts and bonus charts
- Retail and cost method of accounting white paper

Pre-Requisites Necessary

None.

After This Program

This program is a module from our [Fundamentals of Retail](#) training suite. The next logical programs in developing learners' knowledge are [Introduction to Retail Financials](#) and [Analyzing Retail Key Performance Indicators](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Buying & Merchandising Overview



This course focuses on the differences between merchandise and category management retailers and the key retail buying, merchandising and category management processes and KPIs.

This course focuses on the differences between merchandise and category management retailers and the key retail buying, merchandising and category management processes and KPIs.

Who Is It Suitable For?

This program is designed for:

- New hires to buying and merchandising/category management teams.
- People who sell or market to retailers, especially IT suppliers.
- It will also benefit consumer goods manufacturers who sell directly to retailers and those who are involved in manufacturer Direct to Consumer (DTC) operations.
- Those who market to retailers to get their content specified in retail products.
- And is also valuable as part of induction training for retail management trainees and for retail IT teams and others who need to understand the retail business more fully.

Detailed Content

The detailed content includes:

- Merchandise and category management:
 - Merchandise and category management differences
 - Retail merchandising
 - Category definition
 - Category management
- Merchandise and category management organization structures:
 - Merchandise management organization structure
 - Category management organization structure
 - Key Performance Indicators
- Key buying, merchandise and category management processes part 1:
 - Merchandise types
 - Merchandise hierarchy
 - Retail seasons
 - Season timelines
 - Planning flow
 - Merchandise planning
 - Assortment / range planning
 - Private label
 - Linear supply chain
 - The wedge – store size vs assortment composition
- Key buying, merchandise and category management processes part 2:
 - Merchandise arrangement
 - Open to Buy

- How much stock is needed?
- Replenishment basic model
- Demand forecasting
- Forecasting methods
- Sales and stock management
- Omni-channel buying, merchandising and category management
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the buying and merchandising processes faster, shortening their path to full productivity.

Customer Feedback

A survey of over 190 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1.5 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Historic performance review checklist
- Merchandise vs Category Management
- Summary of merchandising processes
- Summary of category management processes

Pre-Requisites Necessary

None.

After This Program

This program is a module from our [Fundamentals of Retail](#) training suite. The next logical program in developing learners' knowledge is [E-commerce & Omni-Channel Retailing](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Introduction to Store Operations



This course explores the importance and structure of Store Operations and the day-to-day tactical responsibilities of field based Store Operations teams.

This course is a module of the Fundamentals of Retail suite and explores the importance and structure of Store Operations and the day-to-day tactical responsibilities of field-based Store Operations teams.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to retailers, especially IT suppliers.
- It will also benefit consumer goods manufacturers who sell directly to retailers.
- And is valuable as part of induction training for retail management trainees and for retail IT teams and others in retailing who need to understand the retail business more fully.

Detailed Content

The detailed content includes:

- The store operations division
- Organization structure
- KPIs used in-store operations
- Store operations strategy and tactics
- Space management
- Store administration and physical plant maintenance
- Loss prevention
- Store operations and human resources
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the retail industry faster, shortening their path to full productivity.

Customer Feedback

A survey of 120 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 hour

Resources Included

The class includes the following downloadable resources for printing and review:

- Summary of Store Operations Processes
- Store Visit Analysis Tool with Example
- Covid Store Safety Checklist

Pre-Requisites Necessary

Retail Background and Trends is a good pre-cursor to this module.

After This Program

This program is a module from our [Fundamentals of Retail](#) training suite. The next logical program in developing learners' knowledge is [E-Commerce & Omni-Channel Retailing](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

E-commerce & Omni-Channel Retailing



This course discusses e-commerce trends and the evolving nature of e-commerce organization structures. It looks at how e-commerce impacts the role of the store and how omni-channel retailing is developing as well as how e-commerce retailers manage inventory.

This course discusses e-commerce trends and the evolving nature of e-commerce organization structures. It looks at how e-commerce impacts the role of the store and how omni-channel retailing is developing as well as how e-commerce retailers manage inventory. It is a module of the Fundamentals of Retailing suite.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to retailers, especially IT suppliers.
- It will also benefit consumer goods manufacturers who sell directly to retailers and those who are involved in manufacturer Direct to consumer (DTC) operations.
- Those who market to retailers to get their content specified in retail products
- And is also valuable as part of induction training for retail management trainees and for retail IT teams who need to understand the retail business more fully.

Detailed Content

The detailed content includes:

- What is omni-channel retailing?
- Omni-channel objectives
- E-commerce trends and issues
- E-commerce organization structure
- Organizational issues
- KPIs
- E-commerce performance management
- How e-commerce changes the role of the store
- Inventory management online
- Endless aisle - how feasible is it?
- Using omni-channel insights
- Omni-channel warehouse functions
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the retail industry faster, shortening their path to full productivity.

Customer Feedback

A survey of 120 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 hour

Resources Included

The class includes the following downloadable resources for printing and review:

- Module Summary
- Now the Customer Really Is King
- Corona Virus White Paper

Pre-Requisites Necessary

None.

After This Program

This program is a module from our [Fundamentals of Retail](#) training suite. The next logical program in developing learners' knowledge is [Retail Marketing](#). If not studied already, [Introduction to Store Operations](#) is also a good follow on program.

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Retail Marketing



This course focuses on how retail marketing departments are typically structured and measured.

This course focuses on how retail marketing departments are typically structured and measured and is part of the Fundamentals of Retailing suite.

Who Is It Suitable For?

This program is designed for:

- People who sell or market to retailers, especially IT suppliers.
- It will also benefit consumer goods manufacturers who sell directly to retailers and those who are involved in manufacturer Direct to consumer (DTC) operations.
- Those who market to retailers to get their content specified in retail products
- And is also valuable as part of induction training for retail management trainees and for retail IT teams and others who need to understand the retail business more fully.

Detailed Content

The detailed content includes:

- Marketing organization structure
- Marketing KPIs
- Marketing activities
- Customer Relationship Management:
 - Loyalty vs retention
 - Customers are not created equal
 - Spending by decile
 - Strategic CRM
 - Segmentation by customer
 - Customer analysis
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will gain familiarity with the retail industry faster, shortening their path to full productivity.

Customer Feedback

A survey of over 250 of our learners rated this class in response to 4 key questions as follows:

Has this course helped you achieve your personal goals?



Has this course helped you do your job better?



How likely would you be to recommend the course to a friend or colleague?



How would you rate the course overall?



Hours of Study

1 hour

Resources Included

The class includes the following downloadable resources for printing and review:

- Summary of retail marketing
- Decile analysis chart
- Promotion types, objectives and success metrics chart
- Omni-channel customer segmentation tool

Pre-Requisites Necessary

None.

After This Program

This program is a module from our [Fundamentals of Retail](#) training suite. The next logical program in developing learners' knowledge is [Retail Organization Structures](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Buying & Merchandising



This course provides a thorough grounding in basic merchandising and buying principles and concepts.

This course provides a thorough grounding in basic merchandising and buying principles and concepts. By the end of the program, students will be able to do the following:

- Explain the theory, principles and practice of retail buying and merchandising.
- Describe best practice buying and merchandising processes.

The material provides an overview of the core processes, measures and duties of the B and M team. Students gain insight into daily, weekly, and seasonal activities conducted by Buyers and Merchandisers.

Who Is It Suitable For?

This program is designed for junior staff who need a greater understanding of the functions of an integrated buying and merchandising team. It will also assist people from other retail functions either moving into or working with the Buying Office. IT Departments, consultants and vendors will benefit from an increased understanding of Buying and Merchandising process.

Detailed Content

The detailed content includes:

- **Course Introduction**
 - How to use this Course
- **Overview of Retail Buying and Merchandising**
 - Corporate organization
 - Challenges and trends
 - Consumer types and impact on strategy
 - Retail buying
 - Retail merchandising
 - Private label and product development
 - Overview of merchandise management
 - The merchandise hierarchy
 - Space management
 - Module mastery test
- **Retail Financials**
 - Understanding margin and profitability
 - Cash flow and profits
 - OTB and its use
 - OTB: exercises 1,2 and 3
 - Retail and cost accounting
 - Key performance indicators (KPI's)
 - Regular and promotional pricing
 - Price optimization
 - Markdown optimization
 - Shortage

- Retail financials
- **Pre-Season Activities**
 - Buyer's pre-season activities
 - Seasons
 - Merchandise plan overview
 - Plan approaches
 - The merchandise planning process
 - Assortment planning overview
- **Buying Activities**
 - Merchandise and supplier (vendor) selection
 - Vendor negotiations
 - Vendor partnerships
 - Purchase order management
 - Vendor management and monitoring
 - Promotion planning and evaluation
 - Sales and inventory management
 - Buying activities post-test
- **Merchandising Activities**
 - Merchandiser's responsibilities
 - The location assortment planning process
 - Sales forecasting
 - Allocation
 - Replenishment
 - Merchandising activities post-test
 - Buyer's week / merchandiser's week
 - Buyer's week / merchandiser's week pre-test
 - Buyer's week
 - Merchandiser's week
 - Team work / working collectively
 - Buyer's week / merchandiser's week post-test
 - Post season activities
 - Post season activities post-test
- **Mastery test**

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will have a comprehensive knowledge of buying and merchandising processes and the interactions and dependencies between the two discipline areas. This will equip them to work in either branch and to get to full productivity faster than otherwise possible. As trained individuals, they will contribute to improved company productivity and profitability.

Hours of Study

10 hours

Resources Included

Buying blog articles on inventory management

Pre-Requisites Necessary

None

After This Program

The next logical program in developing learners' knowledge is any of [Demand Forecasting in Retail and CG](#) and [Merchandise and Assortment Planning](#). After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI](#) and [EPSS](#).

Demand Forecasting in Retail and CG



The course provides a thorough grounding in key forecasting principles and concepts.

The course provides a thorough grounding in key forecasting principles and concepts. It is suitable for retailers operating in both category management and merchandise management environments. By the end of the program, students will be able to do the following:

- Explain the theory, principles and practice of forecasting.
- Describe best practice forecasting processes.
- Be able to judge which are the best forecasting techniques to use in your business.

Who Is It Suitable For?

This program is designed for:

- Everyone involved in forecasting including merchandisers, buyers and supply chain managers and their teams.
- IT departments, consultants and vendors supplying and selling forecasting systems will benefit from a better understanding of the key processes and methods.

Detailed Content

The detailed content includes:

- Introduction:
 - Simple forecasting
 - Pre-requisites to support good forecasting
 - Demand forecasting vs sales forecasting
 - Characteristics of an item
- Forecasting Methods:
 - Simple moving average
 - Weighted moving average
 - Setting weights
 - Averages or weighted moving average – limitations for forecasting
 - Variance against plan
 - Forecast profiles
 - What is a profile?
 - Using profiles
- Forecasting Accuracy :
 - Inventory review horizons
 - Chain vs. store forecasting
 - Chain or warehouse vs. store forecasting
 - Measuring forecast error
- More Advanced Forecasting :
 - Forecasting at a price
 - Exponential smoothing

- Adjusting smoothing based on length of sales experience
- Smoothing factors
- Exponential smoothing with trend and seasonality
- Trend modifier
- Using seasonality factors
- New product profile
- Forecast profiles – advanced
- Forecasting strategy :
 - Practical comments
 - Category management
 - Forecasting and allocation / replenishment
 - Forecasting across the supply chain
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will be able to review the forecasting methods they use and improve them as necessary. This will result in reduced forecast error, better on shelf availability, lower clearance markdowns and closer achievement of terminal stock targets.

Hours of Study

3 to 4 hours

Resources Included

Blog articles on inventory management.

Pre-Requisites Necessary

A basic understanding of key retail processes, such as taught in [Buying & Merchandising Overview](#).

After This Program

The next logical program in developing learners' knowledge is [Allocation and Replenishment](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Allocation and Replenishment



The course provides a thorough grounding in allocation and replenishment principles and concepts.

The course provides a thorough grounding in allocation and replenishment principles and concepts. It is suitable for retailers operating in both category management and merchandise management environments. By the end of the program students will be able to do the following:

- Explain the theory, principles and practice of allocation and replenishment
- Describe best practice allocation and replenishment processes
- Have a good understanding of which allocation and replenishment methods are most effective in which situations.

Who Is It Suitable For?

This program is designed for :-

- Everyone involved in allocation and replenishment including merchandisers and supply chain managers and their teams.
- IT departments and vendors supplying and selling allocation and replenishment systems will benefit from a better understanding of the key processes and best practices.

Detailed Content

The detailed content includes:

- Allocation :
 - Definitions
 - Allocation vs. assignment
 - Key components – initial allocation
 - Allocations reflecting inventory
 - Initial allocation of new items with no sales history
 - Allocations with trend history
 - Based on last year's sales
 - Using unit sales
 - Weeks of supply methods
 - Allocation strategies
 - Pre vs. post allocation
 - Style vs. collection
 - Proportional allocation
 - Seasonal vs. basic
- Replenishment :
 - Replenishment methods and calculation
 - Effective replenishment objectives
 - Fashion replenishment long season
 - Fashion replenishment short season (fast fashion)
 - Inventory review and ordering
 - Push vs pull replenishment

- Ordering strategy
- Replenishment base model
- Store replenishment methods
- Min/max methods
- Sell one get one
- Fixed model stock
- Dynamic model stock method
- Replenish to plan or to forecast?
- Inventory rationing
- Fair shares / left wing school of merchandising
- Reinforcing winners / right wing school of merchandising
- Equal covers method
- Using substitute products
- Warehouse or DC replenishment
- How much inventory do you need?
- Key components – retailer’s lead time
- Key components – vendor’s lead time
- Key components service level
- Dealing with clearance merchandise and de-listed lines
- How do you know you are overstocked?
- Reducing overstocks
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will be able to implement improved allocation and replenishment strategies, improved day to day processes and maintain better in stock service levels, reduce clearance markdowns and better achieve terminal stock targets.

Hours of Study

4 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Buying blog articles on inventory management
- Fast Fashion white paper

Pre-Requisites Necessary

A basic understanding of key retail processes, such as taught in [Buying & Merchandising Overview](#). The [Demand Forecasting class](#) is a companion program which will also be helpful.

After This Program

The next logical program in developing learners’ knowledge is [Merchandise and Assortment Planning](#). After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Merchandise and Assortment Planning



This course teaches the basic principles of merchandise and assortment planning and retail best practices.

The objective of the merchandise and assortment planning course is to teach the basic principles of merchandise and assortment planning and retail best practices.

Who Is It Suitable For?

Martec's merchandise and assortment planning e-learning course is designed for everyone involved in merchandise and assortment / range planning, including merchandisers and planners and their teams. IT departments and vendors supplying and selling merchandise and assortment planning systems will also benefit from a better understanding of the key processes and best practices.

Detailed Content

The detailed content includes:

- Overview of planning :
 - The merchandise management process
 - Planning flow
 - Why plan?
 - Plan approaches
 - Who builds the plans?
- Merchandise and assortment planning pre-requisites:
 - Business plan input
 - End of season review
 - Seasonal plans
 - Merchandise hierarchy
- Top down planning:
 - Plan development exercise
 - Setting plan objectives
 - Phasing the sales plan over the season
 - Planning inventory
 - Planning margins
 - From department to class level planning
 - Unit planning
 - Auto-balancing the plan
- Range or assortment planning:
 - Range/assortment strategy
 - Range analysis
 - Range construction
- Range architecture :
 - Good, better, best
 - Competitor price point analysis

- Price point planning
- Assortment options
- Rate of sale
- Range plan
- Product selection factors
- Style curves
- Market buy plan
- End of season range review / style out
- GMROI and turn
- Channel planning (store, online)
- Plan review:
 - Merchandise plan checklist
 - Some tips
 - Sensibility checks
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will:

- Plan better and plan with more confidence.
- Adapt plans to changing circumstances more easily
- Progressively improve the accuracy of plans as they iterate round seasons
- Achieve better results for their companies
- Ask the expert support during the class licence period

Hours of Study

5-6 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- MS Excel merchandise planning workbook with exercise sheets from the class
- Job Aid - Factors to Consider in Researching Merchandise and Assortment Plans
- Report on 'What's Changed In Merchandise and Assortment Planning Because Of COVID?'

Pre-Requisites Necessary

A good understanding of basic buying and merchandise management processes, such as that taught in our [Buying & Merchandising class](#).

After This Program

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Sales and Inventory Management



The course provides a thorough grounding in key sales and stock management principles and concepts.

The course provides a thorough grounding in key sales and stock management principles and concepts. It is suitable for retailers operating in both category management and merchandise management environments. By the end of the program, students will be able to do the following:

- Explain the theory, principles and practice of sales and inventory management
- Describe best practice sales and inventory management processes
- Prepare for and participate effectively in Monday morning and monthly reviews

Who Is It Suitable For?

This sales and inventory management e-learning course is designed for:

- Everyone involved in sales and inventory management including merchandisers, buyers, supply chain managers and their teams.
- IT departments and vendors supplying and selling sales and inventory management systems will benefit from a better understanding of the key processes and KPIs.

Detailed Content

The detailed content includes:

- **Course Introduction**
 - How to use this Course
- **Overview of merchandise and category management**
 - Merchandise management definition
 - Category management definition
 - Category management vs. merchandise management
 - Retail merchandising
- **Principles of inventory management fundamentals**
 - Cost of goods sold
 - Average inventory
 - Carrying costs of inventory
 - Financial impact of inventory reductions
- **Key Performance Indicators (KPIs)**
 - ABC analysis
 - Example ABC analysis and in stock service levels
 - Inventory or stock turn
 - Evaluating a change in turn
 - Weeks of supply
 - Markdowns
 - Sell through
 - Gross Margin Return on Investment (GMROI)
 - Maximizing GMROI
- **Lost sales**
 - Cost of avoiding a lost sale
 - Lost sales estimation – continuity and fashion items

- Profit impact of lost sales recovery
- Using lost sales in practice
- **How much inventory is enough?**
 - How much inventory do you need?
 - Safety stock
 - Considerations for reducing inventory
 - Which comes first – reducing stocks or reducing lost sales?
- **Important basics**
 - Breaking stock and terminal stock
 - Types of stock ownership
 - Consignment stock
 - Vendor Managed Inventory (VMI)
 - Direct Store Delivery (DSD)
 - Difference between sales and demand
 - Inventory accuracy
 - Fast movers vs. slow movers
 - Packs
 - Ratio packs
 - Pack rounding rules
 - Visual merchandising constraints
- **Mastery test**

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will be able to review their own company sales and inventory management practices and implement improvements where applicable. As the business changes in future, they will be better positioned to design new or amended processes to support new ventures or new projects.

Hours of Study

5-6 hours

Resources Included

- Buying blog articles on inventory management
- Example monthly review report
- Inventory management class workbook
- Improving profitability using retail KPIs white paper
- Fast Fashion white paper

Pre-Requisites Necessary

A basic understanding of key retail processes, such as taught in Buying, Category and Merchandise Management Processes.

After This Program

The next logical program in developing learners' knowledge is [Merchandise and Assortment Planning](#).

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Quantifying a Business Case



This course shows you how to build a business case for a proposed investment, quantify the business benefits and the costs and determine the return on investment achievable with the project.

This course shows you how to build a business case for a proposed investment, quantify the business benefits and the costs and determine the return on investment achievable with the project. It shows you all the factors you need to take into account when building a successful business case. It shows you how to model the sales benefits, gross margin improvements and the impact on inventory and expenses to create a credible ROI model.

Who Is It Suitable For?

This program is designed for retailers who want to evaluate the impact of proposed new IT systems or other capital projects. It is also ideal for people who sell or market technology to retailers and who want to be able to support their sales activity by quantifying the return on implementing their systems.

Detailed Content

The detailed content includes:

- How to state the 'before' scenario
- Identifying the benefits and costs
- Modelling the sales benefits
- Modelling the gross margin improvements
- Modelling the impact on stock and expenses
- Creating the solution costs
- Phasing the benefits over time
- Showing the net effect
- Carrying out sensitivity analyses
- Ensuring the benefits are achieved and what to do when rectification is necessary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will be able to build return on investment analyses including time-phased before and after P&Ls, balance sheet impact analyses, cash flow analyses and calculation of key metrics such as net present value and internal rate of return.

They will also understand how to adjust project implementation plans to minimize the impact on cash required by financing future phases from benefits delivered in the early phases.

Hours of Study

3-4 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Summary of module
- Summary of calculation postings
- Summary of calculations

Pre-Requisites Necessary

Knowledge of the [Introduction to Retail Financials](#) module would be an advantage.

After This Program

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Negotiating with Retailers



This course is for those selling or marketing technology solutions to the retail industry who would like to do a better job of negotiating with retailers and create a win win for both parties.

Negotiation is a core competence for retailers. They do it all the time, buying millions of dollars' worth of merchandise for their businesses. The expertise they build rubs off on their colleagues in other functions such as IT and Finance. Many technology companies send their account managers to negotiate with retailers and then find out the hard way, just how good retailers are at this core skill. The net result is that vendors often leave margin on the table that could have been theirs to keep.

Who Is It Suitable For?

The course is designed for everyone selling or marketing products to the retail industry as well as those new to the retail industry. The following will benefit:

- Vendors selling and marketing to retail companies.
- Professional services teams working with retailers.

Detailed Content

The detailed content includes:

- Background to the retail culture including :
 - Retailers' experience of negotiations
 - Dual vendor preferences
 - Dangerous questions to answer which weaken your negotiating position
 - How retailers purchase
 - What constitutes a win-win scenario
 - Mastery test
- Preparation for negotiation:
 - Positioning for negotiation and what to look out for from the retailers
 - What you should learn about them
 - Yours and their strengths and weaknesses
 - Your walk away position
 - Your strategy and negotiating team
 - Assumptions and the danger of making them
 - Mastery test
- Buyer tactics:
 - Intimidation
 - Stepping up the pressure
 - Raise objections
 - Dutch auctions
 - Unbundling
 - Give me your best price
 - Drive an early concession
 - Gambits
 - Switch gears
 - Use the cash flow

- Mastery test
- Your counters:
 - Their real goals or objectives
 - Your USPs
 - Negotiating with the right people
 - Your pricing
 - Lower price? Take content away
 - Lifecycle cost
 - Dealing with objections
 - Common objections and good responses
 - Don't get stressed – it's what they want
 - Concessions
 - What concessions you can ask for and when to make them
 - The power of silence
 - How to signal you've been pushed too far
 - Mastery test
- Common errors to avoid :
 - Things you might say and how they get misinterpreted
 - Share the risk
 - Statements NOT to make
 - Cost of technology over time
- Summary
- Mastery test

Learners completing the mastery test with a 70% pass mark and the end of class survey, will receive a mastery certificate and a [digital badge](#).

Benefits of Studying This Program

Learners studying this program will improve their negotiation skills and achieve more profitable outcomes for their company and create a win-win situation with their customers.

Hours of Study

4 hours

Resources Included

The class includes the following downloadable resources for printing and review:

- Key performance indicators for the main retail segments

Pre-Requisites Necessary

Knowledge of the [Introduction to Retail Financials](#) class would be a benefit as would knowledge of the [Analyzing Retail Key Performance Indicators](#) for the retail segments of interest.

After This Program

After completion, people studying this program will benefit from an ongoing subscription to the [Retail and Consumer Goods Industry WIKI and EPSS](#).

Retail and Consumer Goods EPSS



*The Retail and Consumer Goods (R&CG) EPSS is a **knowledge bank** of retail and consumer goods industry information and an **Electronic Performance Support System (EPSS)**, which includes a library of downloadable tools and job aids, together with easily searchable content to help you excel.*

Objectives

The objectives of the R&CG EPSS are to help you when:

- You need more depth of information on key aspects of retailing or the consumer goods sector
- You need a key piece of knowledge right NOW!
- You want to prepare for an important business meeting
- You need to address a specific problem in either the retail or the consumer goods manufacturing industries
- You need to develop a sales plan or key account plan
- You need to define a company's potential business needs.

Description

The R&CG EPSS is a curated knowledge bank of retail and consumer goods industry information and an Electronic Performance Support System (EPSS), which is easily searchable to find just the information you need, together with a series of downloadable tools and job aids to help you significantly increase your level of performance and results.

As you can see from the diagram, there are 6 major sections:

- Industry – containing content describing the complete retail and consumer goods supply chain, the organizations involved, their contributions, the industry segmentation, core characteristics of each type of business, plus all the key trends you need to be aware of. In addition, it includes the structure and typical norms for the key financial statements in each segment plus the technology used in each functional area.
- Organization – describes the typical retail and consumer goods company's organization structures, the key functions, and the executives that run them, their main responsibilities, pain points and business challenges, and their individual key performance indicators (KPIs).
- KPIs – explains the individual KPIs in detail, what they mean, how they are calculated, how far they are shared across the organization and what you can do to improve them.
- Processes – descriptions of the key business processes in each functional area in retailing and consumer goods manufacturing and marketing, based on industry best practice.
- Solutions – describes how a business can achieve its goals. For example, if a company wants to grow sales or improve its gross margin, the approaches and potential solutions it can deploy to achieve those goals.
- Sales – for technology, consumer goods companies and other suppliers to retail companies, this section identifies how to structure sales campaigns to adopt a solution selling approach, and provides many templates on the desk research to do, how to analyze it, how to structure an account or sales plan, who to approach, best ways to make initial contact, what questions to ask in discovery meetings and so on.

The menu structure makes it easy to find relevant content, but the product also includes an extremely fast search function, which will present a shortlist of pages to examine for the precise information you need.

Who Is It For?

The WIKI is for:

- New hires to retailers, consumer goods companies, wholesalers and technology or IT related service providers working in the retail or consumer goods manufacturing industries.
- Retailers in all the core retail functions, such as buying, merchandising, store operations, e-commerce, marketing, finance, warehousing and distribution, supply chain management, human resources, etc.
- Consumer goods personnel working in sales, marketing, trade promotion management, category management, planogramming, manufacturing, IT, supply chain management, human resources, etc., especially those involved in the interface between the consumer goods manufacturer and its retail or wholesale customers.
- Consultants, systems integrators, software developers and their sales and marketing teams who need to know more about the industry segments they serve.



Benefits of the WIKI

1. Learning in the flow of work. The retail and consumer goods industry EPSS allows users to dip in and out to get specific pieces of knowledge, or guidance on how best to do various key tasks and processes, whenever they need to and to engage with the product just for the time to meet their immediate need. Sessions can be as long as necessary and as short as a few minutes.
2. The product includes hard to find estimates of retail industry KPIs to help assess individual company performance.
3. New hires with no previous industry experience can study Martec's relevant e-learning classes and then use the R&CG EPSS as part of their continuing reinforcement to achieve and retain proficiency thereafter.
4. The service is cloud-based and continuously maintained by Martec International Ltd, so that information stays current and valuable.
5. Corporate clients have the possibility to house some of their own content in a secure manner, only accessible to their employees.

Next Steps

To learn more about the Wiki [send us a message](#) about what else you would like to know and we will respond promptly. You can also visit our [Learning Paths](#) tab on this web site to see how the WIKI fits in with our e-learning class-based learning paths for the different job roles in your organization.

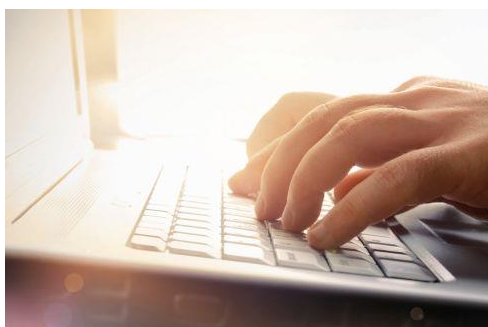
Improving E-Learning Results – The Martec Way

Martec International Ltd. has been developing and delivering e-learning training for over 20 years. We focus on delivering high value content for retailers, consumer goods companies and providers of technology and services to those sectors. We specialise in the serious content that will lift your business and impact the bottom line. Hence it is crucially important that our e-learning delivers results. It isn't enough just to use it to demonstrate compliance with business processes and industry regulations.

Over the years, we have developed a series of approaches to making e-learning more effective, some of which are exclusive to Martec.

In addition to high value content, we do several other things to make e-learning more effective, but there are three that are most important.

Ask the Expert



All classes authored by Martec include an Ask the Expert link. As part of their licence fee, a class learner can click on the link and send an email question to a subject matter expert free of charge. The questions can be anything related to the subject under study, but most of them are either questions of clarification about the content, queries about mastery tests or exercise answers, and requests for advice on how to apply the knowledge they have learned in their day job.

Our subject matter experts will answer these questions within 5 business days, but usually we do it in 2. There is no limit on how many questions a learner can ask and users of this service are generally very complimentary about the responses they receive.

In our more complex content, we sometimes include exercises where there is no right or wrong answer. Any answer may be right depending on the circumstances. The learner has to answer a question in free form and then compare their answer with the one the class provides. At that point they are reminded that they can "Ask the Expert" (a real live expert) about aspects of the answer they may not agree with or not understand. This level of interaction is unique to Martec as far as we know.

Web-Based Group and Blended Learning

Collaborative training is something learners value. We often add this for clients training groups of people. This is a chargeable extra for small groups but can be free for large learner populations.

It works as follows:

Learners study one lesson a week, say. They complete it one day before the end of the week. At any time that week they can email questions to our help desk. The questions are collated and reviewed by a consultant. The consultant also reviews that week's test scores to see how the learners did. If there were questions that multiple learners seemed to struggle with the consultant notes that fact.

On the last day of the week the consultant hosts a live webinar, usually an hour long, but occasionally a bit longer. Depending on the client it could be a lunch and learn event.



The consultant decides whether he or she can answer the pre-submitted questions verbally in the webinar or whether a slide or two is necessary to answer a question properly. If so, they prepare suitable content in advance.

The typical agenda for the webinar is:

- A review of the key learnings from that week's module
- Revision of any aspect of last week's content where the test scores indicated a need
- A review of the questions submitted in advance
- Depending on the content of that week's module, either an individual or a group exercise. If the client has suitable staff to assist, the exercises can get quite sophisticated but then the webinar takes a bit longer, up to 90 minutes. These exercises can address specific client processes too.
- Participants can ask ad hoc questions as the webinar progresses
- Finally, the instructor gives a "heads up" for what to look out for in the next module.

Our experience indicates that learning to a pre-set schedule followed by weekly group webinars greatly increases the attention that learners pay and the value from the program increases dramatically.

Some clients reinforce the impact by having a senior manager participate in occasional webinars. Not knowing whether their ultimate boss might be taking part this week, but knowing that they do some of the time, greatly improves the attention level.

We believe that this way of reinforcing successful learning is also unique to Martec.

Overall, these approaches increase the stickiness and therefore effectiveness of e-learning. They strike a good blend of the efficiency of e-learning with periodic live instructor and group interaction, without the excess cost of face to face instructor-led classes.

Learner Convenience

Many learners appreciate the freedom to study when it suits them and to be able to arrange training around their work schedule and business appointments.

Under our learning management system, our classes are available 24 hours a day, 7 days a week, every week of the year. Learners can study when it suits them best.

Some of our training suites involve up to 10 modules and up to 12 hours of study. However, we recommend not studying more than 30 minutes or so per day. Our modules are organised into a series of sub-topics and these last for 5 to 10 minutes. If a learner wants to have a short burst of 10 minutes, they can simply study the next topic and stop there. Our classes bookmark where the learner got to last time. When they log in again, the program asks whether they would like to resume where they left off or they can go straight to the module menu and pick a new topic.

This gives one benefit of micro-learning without having to dumb down essential content.

Managerial Control and Oversight



Over the years we have noticed how results go up when learners know that management is watching their progress attentively. For clients accessing our classes on our Learning Management System, we provide a nominated client manager with free access to the same performance monitoring facilities that we use. This allows the client to easily see how many learners have started or finished the program, how many modules

they have completed and whether they passed the mastery tests. Letting learners know that someone important is monitoring this is a valuable thing to do.

Learner Motivation

A recent survey (February 2020) showed that mastery testing which is managed and reported is the biggest single motivation to complete a program successfully with maximum engagement. We write demanding mastery tests that you can't pass without studying the program properly and our pass mark is 80%. When you have passed our tests you know you have achieved something.

When learners complete the mastery test at the end of one of our programs, and then complete the end of class survey, we will email them a certificate of achievement. Where clients like to do it, we will provide a batch of signed graduation certificates also including the client's logo and a position for a company executive to sign them. These can then be presented at a formal company meeting. One of our clients in the Middle East, for example, had 120 learners graduate 2 or 3 programs each. We provided the certificates (at no extra charge) and a company director participated in a formal graduation presentation.

Mastery Tests Are Not Enough

Mastery tests have right and wrong answers as otherwise they cannot be scored in real time. We also include exercises which are not scored and do not have an always right or always wrong answer. These tests are designed to make the learner think about a real-world issue and then apply the knowledge gained so far to develop an answer. These are more complex exercises that force the learner to think. When a learner has completed their answer, they can compare it with our pre-loaded answer to see how they compare. Because there is no right and wrong answer every time, their answer may have some different elements to Martec's, which could still be valid. They can click an option to send their answer to Martec and a professional will compare it to ours and give a considered response to their answer, which will highlight other elements they picked wisely and explain where any other elements may not be appropriate in this case.

Downloads and Occasional Updates

Our classes include downloadable resources that the learner can keep to refer back to when applying their knowledge in their daily work life. Sometimes, these take the form of documents and checklists and occasionally helpful spreadsheets.

Periodically, we revise class content. This is driven by two factors:

- Changes that take place in the market

- Feedback we receive from our many survey responses

Our survey analysis gives us feedback on what learners liked best about our courses and what we can do to make them better still. We incorporate this insight into our future releases. However, these updates appear after the current learner has studied the material. So, depending on the feedback, we also publish various resources, such as white papers, short summaries of recent trends, updates on key performance indicators, updated job aids, etc. These become downloadable resources in our e-learning programs, but we also email them to all the relevant learners in our CRM database, who took the trouble to return a completed survey. This achieves two things:

- It gives them up to date knowledge and supports long term knowledge retention
- It reminds them that they can re-visit the class to review any content that they might have forgotten but which could now be helpful.

Electronic Performance Support System

Our retail and consumer goods industry WIKI is also an electronic performance support system. It includes industry information, process and workflow descriptions, downloadable performance support tools and job aids to help learners do their job more effectively. It provides just in time access to information as and when needed. As such, it significantly enhances learner performance after their learning experience. It is a key component of learning in the flow of work. If a user enters a search term they need help on today, the system returns a list of pages with helpful content. The user then typically only has to review 3 to 6 pages to get the input they need or a performance support tool to help them.

A Progressive Portfolio of Classes and Content

Many users come to Martec to study one specific class, which fulfils the need of the day. However, our portfolio of classes is designed to provide step by step knowledge to facilitate a learner's career development. Our company web site provides industry standard learning paths for many positions in a retail business. Hence learners can start with one class and move their training on to the next level at a pace they or their manager determine. Equally, those who like their company, but are ready for a change, can identify the training that would equip them for an in-company move, rather than forcing them to resign and move elsewhere.

Summary

All companies need professionals that can do their job well and develop their careers internally, rather than generating excessive churn and increased recruitment costs. We continually pay attention to how we can increase the success level our clients achieve and have developed a series of techniques that mark us out from other e-learning providers. We know from our survey analysis that our classes are rated at least 20-30% above the e-learning industry average because of these measures.