



BRC LEARNING

THE GO-TO ORGANISATION FOR
CAREERS AND PROFESSIONAL
DEVELOPMENT IN RETAIL



WINTER 2021



SUPPORTING YOU

Retail is facing a once in a lifetime challenge. The future of our sector depends on the actions of our people. At BRC Learning we are taking on this challenge as we are passionate about ensuring every retail leader has the tools required to make a difference.



Lucy Crowther

Director of
BRC Learning

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For retail organisations to thrive in times of extreme change they require their people to be at their best. They will need resilience, agility and to have the exceptional leadership skills required to manage through constant change.

As a retailer myself, I am passionate about helping your people to deliver exceptional results. Before I joined BRC I spent nearly 30 years working for some of the most recognisable businesses in the UK including Tesco, Argos, Barclays, TUI and Card Factory.

Together with my team we have created a range of programmes designed to develop and inspire your talented retail leaders. We are supported by BRC's insight and influence as well as our network of industry leading partners.

The current focus areas for our programmes are strong resilient leadership, inclusion, driving trade and developing future skills such as data science, AI and automation. However, if you have any specific requirements outside of these areas for your learning and development strategy then please contact me directly.

From emerging Store Managers to experienced Boardroom Executives we can help your people make the difference for your business.

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BRC LEARNING TEAM

We understand the unique development requirements of retail as we ourselves are retailers. Amongst our team we have over 60 years retail experience.



Vicki Young

Head of Leadership Development & Learning Events

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Vicki started her retail career at Woolworths and McDonalds. For the last 15 years, she has been working as Regional HR Manager for the South at the World Duty Free Group.

Vicki has extensive experience of leading HR and Retail projects, developing internal talent programmes, delivering internal communication and engagement solutions across many sites, and developing employee development and wellbeing programmes.

Vicki is a former OSS student and has been involved in the school's running as the Academy Group Director since 2017.

She is a fully trained workplace mediator skilled in interpreting McQuaig profiles, and a qualified counselling advisor.



Janet Woods

Interim Specialist Programme Lead

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Janet is a highly creative learning and development professional with extensive experience of leading large teams, big change projects and operational management expertise across different business areas.

She has more than 30 years of experience in fast-moving retail roles, stores, the field and head office in a multi-site, digital business. She held several roles ranging from managing more than 30 stores as an area manager with Argos, to heading up learning and development for Home Retail Group (Argos, Homebase and Habitat).

More recently, she led a large project team developing the talent programmes for Sainsbury's and completed an interim role as Head of Leadership Development for Manchester Airports Group.



Jagjeet Doheley

Digital Learning Manager

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Jagjeet is an experienced retail L&D professional. She has worked with major retail brands such as Vision Express, Specsavers and Caffè Nero.

Jagjeet is also a business coach helping individuals, start-ups and businesses that want to refocus and effectively work towards their goals. She is skilled in helping individuals and businesses aim towards a goal fully aligned with their personal values and explore where they may want to focus or need support.

FUTURE-PROOFING THE RETAIL WORKFORCE

According to Deloitte's "Global Human Capital Trends Survey 2020", the world is facing a reskilling emergency. Companies need a new employee development approach that considers both the dynamic nature of jobs and the potential of people to reinvent themselves.

According to Deloitte's "Global Human Capital Trends Survey 2020", the world is facing a reskilling emergency. Companies need a new employee development approach that considers both the dynamic nature of jobs and the potential for people to reinvent themselves. To do this effectively, we should embrace a fresh way for learning: learning in the flow of work and life. This approach, defined as SuperLearning focuses on building employees' resilience - equipping them with capabilities and learning strategies to adapt to uncertain futures. According to research by think tank DEMOS, people who undertake further online learning could earn around £3,640 extra each year.

The COVID-19 pandemic puts organisations in uncharted waters, yet retailers can take decisive action to help ensure their staff and organisations are resilient. BRC Learning is here to provide necessary inspiration and support.

Whilst skills such as advances in AI, data analytics, and automation equip workers with technical skills, developing "soft" skills such as adaptive leadership, negotiation and inclusion seem to be more important than ever to ensure retailers stay and grow in their jobs.

THE SKILLS GAP IN RETAIL



The retail sector is the UK's largest private sector employer with over 3 million employees



66% of all retail employees work for the largest 75 retail companies

ONLY **34%**

of millennials said they would consider a retail career and 7% see work in retail as attractive¹

74%

of retail employees find the lack of training a demotivating factor (The UK's Middlesex University for Work Based Learning)²

THE CASE FOR ONLINE LEARNING



According to research by think tank DEMOS, people who undertake further online learning could earn around £3,640 extra each year³



Approximately two thirds (29%) of the UK's working population has used internet-based learning to help raise their pay⁴



Google searches for online courses increased from an interest level of 26 to 100 between 8 March and 29 March 2020, and the rate is climbing again since December 2020⁵



WHAT SKILLS ARE IN DEMAND?



29%

According to LinkedIn Learning data, managers spend 30% more time learning soft skills than the average learner

PERCENTAGE OF L&D PROS WHO ARE FOCUSED ON DEVELOPING THESE SKILLS

HIGHEST PRIORITY SKILLS



Leadership and management



Creative problem solving and design thinking



Communication

LOWEST PRIORITY SKILLS



Mobile computing and development



Engineering and coding



Cloud computing

SOURCES

- <https://www2.deloitte.com/content/dam/Deloitte/tr/Documents/consumer-business/retail-talent-disrupted-pov.pdf>
- <https://www2.deloitte.com/content/dam/Deloitte/tr/Documents/consumer-business/retail-talent-disrupted-pov.pdf>
- <https://www.wired-gov.net/wg/news.nsf/articles/Demos+New+study+reveals+online+learning+boosts+average+UK+annual+pay+by+3640+27022020103500?open>
- <https://demos.co.uk/press-release/new-study-reveals-online-learning-boosts-average-uk-annual-pay-by-3640/>
- <https://trends.google.com/trends/explore?date=2020-04-04%202021-01-11&geo=GB-ENG&q=Online%20courses>
- <https://learning.linkedin.com/content/dam/me/learning/resources/pdfs/LinkedIn-Learning-2020-Workplace-Learning-Report.pdf>





RETAIL APPRENTICESHIPS

BRC LEARNING OFFERS A GROWING PORTFOLIO OF RETAIL-FOCUSED APPRENTICESHIPS. THEY EQUIP STUDENTS WITH THE BLEND OF INDUSTRY KNOWLEDGE, AND PRACTICAL, RELEVANT EXPERIENCE THEY NEED TO CAPITALISE ON THE OPPORTUNITIES CREATED BY OUR DYNAMIC SECTOR.

APPRENTICESHIPS

In partnership with Corndel and Cambridge Spark, BRC Learning offers a growing portfolio of retail-focused apprenticeships to equip retailers with the blend of industry knowledge, and practical, relevant experience they will need to capitalise on the opportunities created by our ever-changing sector.



BRC LEADERS PROGRAMME (LEVEL 5 APPRENTICESHIP)

Designed for aspiring mid-to-senior managers, in retail, distribution centres and head office functions.

We have adapted the Level 5 Operations/Department Manager apprenticeship standard to create a dynamic, flexible, tailored programme for leaders in retail. The programme combines critical theory with practical application to transform leaders' skills, capabilities and confidence. It develops a commercially driven, strategic retail leaders, strengthening their team and project management capabilities. The programme is accredited by the Chartered Management Institute and offering Chartered Manager Status (CMgr).

Duration: 13 months

Cost: £7,000*

DATA SCIENCE AND MACHINE LEARNING APPRENTICESHIP LEVEL 7

Made for intermediate level Python programmers with fundamental statistics experience; retail data scientists, customer data analysts, senior data analysts for human resources, retail-tech, and marketing leads.

It is a fast track route to become a retail data scientist or a machine learning engineer and provides learners with the authority to create and deliver innovative products and processes for the business using data, machine learning, and AI applications.

Duration: 15 months

Cost: £17,000+



CAMBRIDGE SPARK

DATA ANALYST APPRENTICESHIP LEVEL 4

Designed for all data driven roles, insight teams, HR, finance, marketing, sales, digital and supply chain.

The course equips learners with an advanced skill set to extract, manipulate, and visualise data, enabling organisations to answer complex questions and drive strategic value. Comprises a blend of in-person and remotely taught modules, 1:1 coaching, online check-ins, and assignments to K.A.T.E.® (Knowledge Assessment Teaching Engine) developed by Cambridge Spark for Data Analytics training.

Duration: 14 months

Cost: £15,000*



LET'S TALK

To discuss using your Apprenticeship Levy to access one of our apprenticeships please contact us via

[✉ brclearning@brc.org.uk](mailto:brclearning@brc.org.uk)



* all prices are exclusive of VAT and are price per person unless stated.

LEADERSHIP PROGRAMMES

BRC LEARNING OFFERS A SERIES OF INSPIRATIONAL LEADERSHIP PROGRAMMES DESIGNED TO CHALLENGE AND SUPPORT RETAIL LEADERS THROUGHOUT THEIR CAREERS.

LEADERSHIP PROGRAMMES

BRC Learning offers a series of inspirational leadership programmes designed to challenge and support retail leaders throughout their careers.

OSS programmes offer a unique opportunity to network with other retail peers and develop new connections to support and learn from one another.

ABOUT OSS – OUR HERITAGE

OSS was founded as the Oxford Summer School by the Drapers Chamber of Trade in 1923. The school has been nurturing talented retailers for 90 years, ensuring each programme enlists the best speakers and inspiring industry leaders. In June 2019, the British Retail Consortium (BRC) acquired OSS Retail as part of the Better Jobs campaign and the ongoing commitment to reposition 'Retail as a Career of Choice'. The acquisition enabled OSS's inspirational leadership programmes to become part of BRC Learning.

Each OSS programme provides delegates with the skills and confidence they need to drive their own performance and that of their teams and businesses.

OSS FOUNDATION

Coaching and inspirational leadership development for graduate managers, department managers, store managers and managers in retail operations and head office functions.

The Foundation programme develops the understanding of organisational leadership and its impact on the business. This immersive programme enhances the vital skills necessary to lead a successful team and build retail managers' confidence.

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OSS MASTERS

A strategic leadership development programme for senior managers, directors and business owners with influence on business strategy.

The Masters programme is one of a kind, personalised programme, where you will learn with and from the best in retail. The fully immersive digital experience includes a mix of discussions, workshops, and group activities, but also offers full access to respected industry leaders, major players, and other retail professionals.

Duration: 22nd-26th February 2021

Cost: Member £1,595*, Non-Member £1,895*

OSS ACADEMY

Retail leadership development for experienced managers in retail operations and head office functions, store and field management.

The Academy programme supports talented leaders to recognise their potential and lead organisational change. We do this by enhancing the delegate's understanding and management of key retail resources to impact their organisations. Delegates will develop their own performance, team management skills and ability to influence the commercial performance of their business.

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We are currently working on redesigning these programmes for a modern, blended learning experience and to incorporate BRC thought leadership and future facing skills.



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INCLUSION

INCLUSION DIALOGUE

Following the death of George Floyd last year, retail organisations approached the BRC for support in their approach on leading conversations on diversity and Inclusion. This need has been heightened by the continuing effect of the global pandemic. BRC Learning will host the inclusion Dialogue, a 90-minute session facilitated by our inclusion partners, The Centre for Inclusive Leadership.

WHO IS IT FOR?

For HR directors, HR managers and L&D managers

WHY ATTEND?

Explore how to work with purpose and support your organisations in making everyone feel included. Our workplace and workforce are ever changing, whilst our people have never been more separated. The Inclusion Dialogue is the first in a series of inclusion events in 2021. Our wider aim is to continue the conversation, creating the space for retailers to explore, collaborate and learn together.

CONTENT DELIVERY

This will be an open discussion allowing retailers to raise and discuss issues surrounding diversity and inclusion. The team from TCfIL will introduce concepts and models to engage and educate participants, positioning inclusion as a way of recovery and reinvention in retail.

Dates and Prices

Cost: £99*

Date: Wednesday 17th February 2021, 10am-11:30am

✉ brclearning@brc.org.uk



Inclusion is a critical theme for us and will run through all our courses where appropriate. We are building a suite of learning, workshops and diagnostic tools to support you in creating a truly inclusive culture. We have ensured that whatever your budget, you will be able to access these tools in some way.

LET'S TALK

To find out more, book your place or discuss your own requirements for this programme, please contact us via

✉ brclearning@brc.org.uk



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SPECIALIST PROGRAMMES

A SELECTION OF SHORT COURSES FOCUSED ON DEVELOPING KEY SKILLS SUCH AS IMPACTFUL NEGOTIATION, RESILIENCE AND ADAPTABILITY FOR SENIOR LEADERSHIP AND UNDERSTANDING CUSTOMER DATA AND BEHAVIOUR TO DRIVE RETURN ON INVESTMENT.

MASTER NEGOTIATOR

BRC have partnered with Kah-Vay, leaders in negotiation consulting to deliver a fully tailored negotiation learning journey.



Kah-Vay

WHO IS IT FOR?

We have developed the course for those in services and product procurement, HR and property roles, buyers, merchandisers and all retailers who need skills to negotiate satisfactory agreements with key stakeholders and third-party providers.

WHY TAKES THIS TRAINING WITH US?

Develop the skills and confidence to achieve outcomes critical to your professional success in retail.

- Prepare negotiation strategies with internal and external stakeholders, solve complex strategic issues and interpersonal conflicts.
- Improve the ability to close deal negotiations, persuade senior stakeholders and business partners.
- Develop a personalised negotiation style and apply it in different business scenarios with live support from our negotiation skills experts.

LET'S TALK

If you have specific case studies you would like us to use in the programme, we would be happy to consider them.

CONTENT DELIVERY

Delivered through a bespoke e-Learning platform blended with live classroom sessions and small group coaching.

DATES AND PRICES

The programme is split into 6 levels:

Foundation levels 1-3

Cost: Member price £2,279*

Non-member price £2,735*

Start Dates: 2 March, 5 March & 20 April 2021

Skilled levels 4-5**

Cost: Member Price £1,799*, Non-Member £2,159*

Start Date: 8 September 2021

Complete skilled negotiator levels 1-5

Cost: Member price £3,799*

Non-Member price £4,559*

Start Date: 4 May 2021

Master negotiator level 6 - currently offered as a private workshop on request.

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* all prices are exclusive of VAT and are price per person unless stated.

* To qualify for this module, you must have completed the Foundation module within the past 24 months.

BRC EXECUTIVE CHALLENGE

We have partnered with True Place Consulting, experts in strategic communication to create this unique competitive, challenging, and fun way to fine-tune commercial and critical thinking skills.



WHO IS IT FOR?

The programme is designed for senior leaders right across your business, leaders that have responsibility for teams, functions, and divisions. It is also a great short programme for entire executive teams to go through together for a bit of competitive fun!

WHY TAKE THIS TRAINING WITH US?

The challenge is built around an online business simulator, in which delegates will join a board of directors of a fictitious business which manufactures and sells e-bikes and manage its performance across multiple business cycles. Critically, learners will be exposed to real-time competitive challenges which will test their decision-making capability, where they will be expected to draw strategic conclusions from the information to hand and remain agile in the face of changing, complex situations, where the data is imperfect and ambiguous. As the programme concludes, they will need to show their ability to explain complex ideas to others to gain their support. The BRC and True Place have exclusive rights to the use of this business simulator in UK Retail.

CONTENT DELIVERY

The programme can be commissioned with or without the workshops included. The simulator is a standalone activity and would be ideal for a large team event (min 24 people). We are offering a number of cross retail courses that add the dimension of competing against other retailers! Our Executive Challenge is 'played' over an intense 4 or 5 days (depending on numbers) and is 100% online.

DATES AND PRICES

Cost: Member £2,095*, Non-Member £2,514*
Dates: 16 March, 8 June, and 21 September 2021

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LET'S TALK
BRC learning has exclusive rights to use this unique retail simulator in the UK



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CUSTOMER ECONOMICS

We have teamed up with an experienced retail marketing practitioner more2 to help retailers harness customer data and improve commercial performance. The programme is led by more2's CEO and Founder, Kevin McSpadden, who has distilled over 27 years of experience in leading growth strategies for hundreds of direct and retail brands into this programme.

more2

WHO IS IT FOR?

The course is suitable for CEOs, CFOs, board level and the senior leadership level immediately below. No prior marketing experience is required.

WHY TAKE THIS TRAINING WITH US?

Explore how retail and direct brands drive sustained growth and profitability by measuring the right marketing data that links customer behaviour to business performance. Topics include growth levers for direct brands, establishing a customer economic model, the metrics that matter, digital transformation, customer loyalty, multi-year forecasting, harnessing digital platforms and marketing effectiveness.

More2 have worked almost exclusively with the retail sector for over 18 years, and today help over 80 clients apply customer data to drive growth. Kevin has honed these principles over years spent delivering customer economics workshops to senior retail stakeholders.

CONTENT DELIVERY

Delivered in two virtual classroom sessions. The course is supported by additional reading materials, short videos, and a 1 to 1 consultation call 2 months after the course is complete. The goal of this call is to support you in applying what you have learned in your business.

DATES AND PRICES

Cost: Member £1,999*, Non-Member £2,398*
Dates: First session starts in April (TBC)

brclearning@brc.org.uk

LET'S TALK

We can tailor this programme to suit your individual requirements. Please email us to discuss specifics.



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FEATURED PARTNERS

BRC Learning works with leading experts to ensure our programmes are the pinnacle of retail development. Here, we showcase Kah-Vay, our partners for Commercial Negotiation.



Kah-Vay provides innovative and modern negotiation learning experiences that have a proven return on investment (ROI). They take a customer-focused approach, blending the best of tutor-led workshops with a digital experience that enables remote learning in our current climate.

They have worked with some of the world's leading, while training and providing negotiation consulting for hundreds of professionals.

Their goal today is to give individuals the advantage by becoming more confident and developing their communication and negotiation skills. Kah-Vay's dedication to the customer experience is evident in their excellent Net Promoter Score (NPS) of 86.84%. Through Kah-Vay, BRC Learning is offering the new Master Negotiator programme. The Master Negotiator is a blended learning journey which has been designed to challenge and change behaviour so that retailers can more confidently navigate better negotiated outcomes.

"We are excited to be partnering with the BRC to deliver this new learning journey to support the retail sector. Our eLearning and remote workshops will help delegates learn through active role play negotiations, led by experienced consultant negotiators. This partnership will provide the next generation of retailers with the negotiation and communication skills that they need to succeed and lead the success of this exciting and dynamic industry."

Giles Morgan Managing Director Kah-Vay



more2

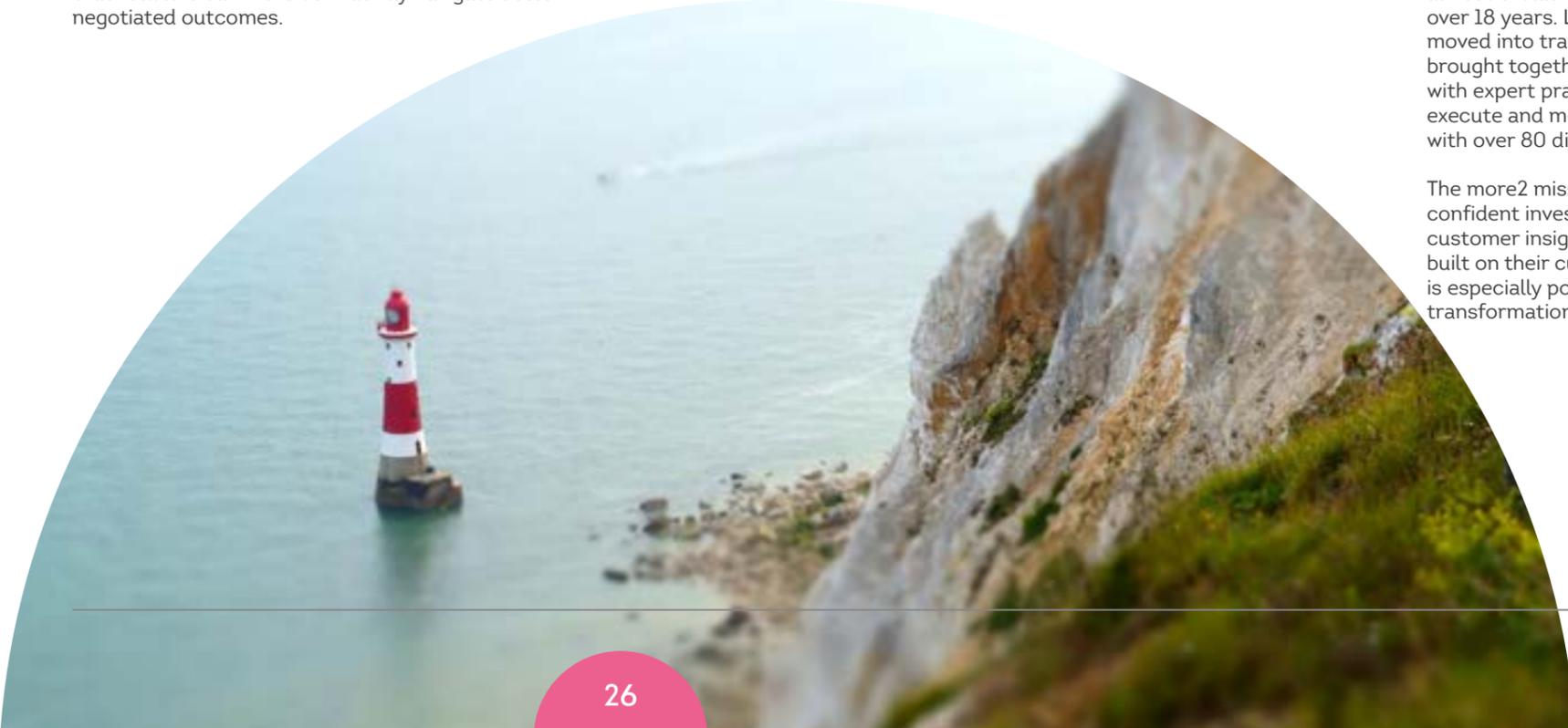
The BRC and more2 share an ambition to bring a proven formula for success to an industry reeling from massive change. Our common goal is to equip retailers with a playbook to become customer-centric and transform their businesses by adopting the winning strategies of long-term successful brands.

more2 is a leader in retail growth, having partnered almost exclusively with retail and direct brands over 18 years. Long before the big consultancies moved into traditional agency territory, more2 brought together experienced strategy consultants with expert practitioners to help brands structure, execute and measure their data. Today, they work with over 80 direct retailers.

The more2 mission is to enable brands to make confident investment decisions based on robust customer insights and run more effective campaigns built on their customer behaviours. Their approach is especially powerful for those undergoing digital transformation or scaling up their direct business.

"We are thrilled to be partnering with BRC to help retailers face into and conquer the challenges presented by market disruption and consumer change. Consumer spending has flowed increasingly towards just a few brands. We see a tremendous opportunity for retailers to redress the balance by using customer economics as a shared language to align disparate functions around the customer. Brands need clarity in their understanding of customer behaviour and confidence in their marketing investment. This approach is not some new marketing panacea. It works and is fundamental to running a competitive business today. With it, they will grab the opportunity to pivot to digital, harness the potential of their customer databases and really focus on what matters most: the customer. Both during the pandemic restrictions and after things open up, this customer-centricity will lead to better, more confident decisions and sustainable success."

Kevin McSpadden, Founder and CEO





BRC LEARNING

IF YOU'D LIKE TO DISCUSS ANY OF OUR UPCOMING PROGRAMMES PLEASE CONTACT OUR TEAM.

IF YOUR ORGANISATION HAS LEARNING REQUIREMENTS PLEASE GET IN TOUCH.

WE WOULD BE DELIGHTED TO WORK WITH YOU DESIGN A COMPLETE TALENT PROGRAMME USING SOME OF OUR UNIQUE AND EXCITING COURSES.

