



How can Retail General Managers acquire the skills needed for the successful execution of omni-channel retailing in South Africa?

Syndicate 3

Double Door's Army



CONTEXT

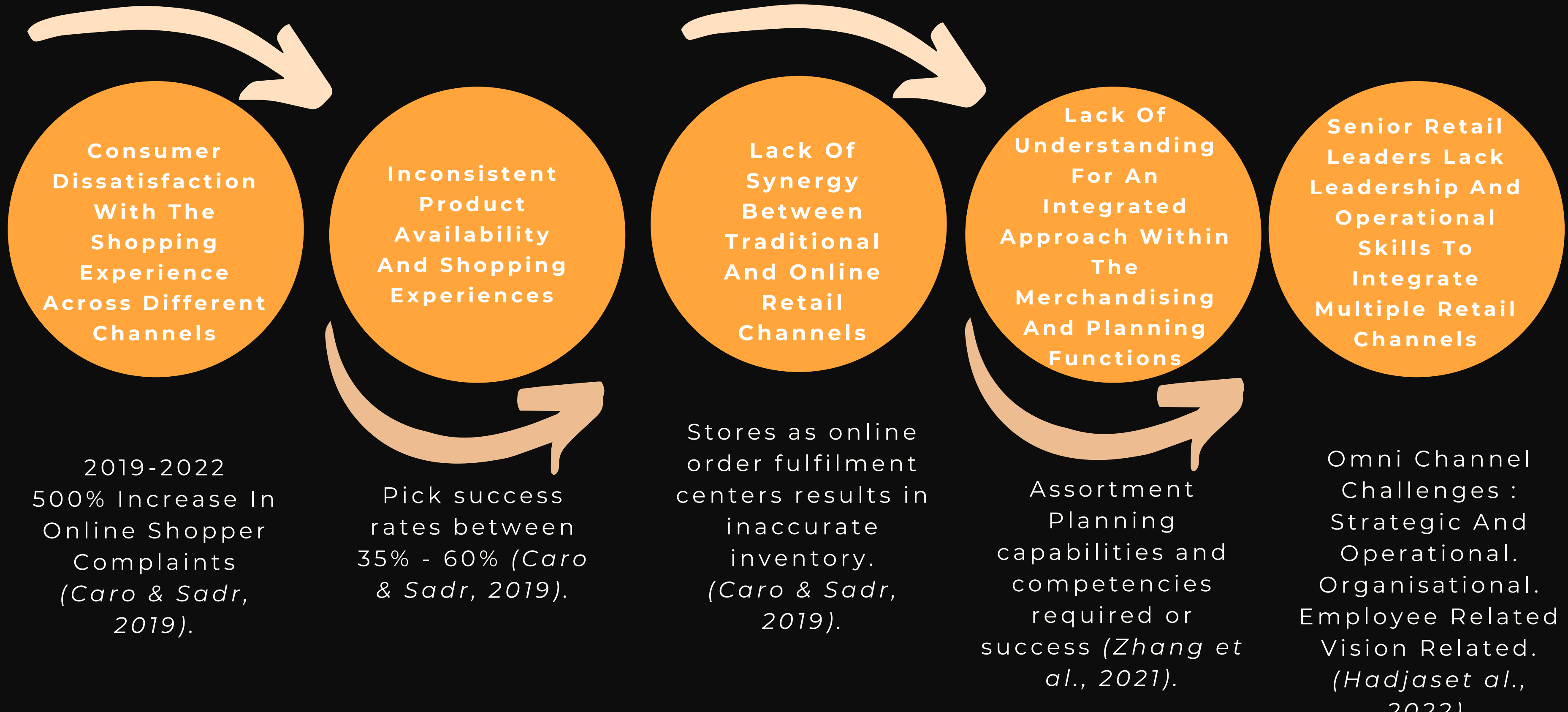
Impact of COVID 19

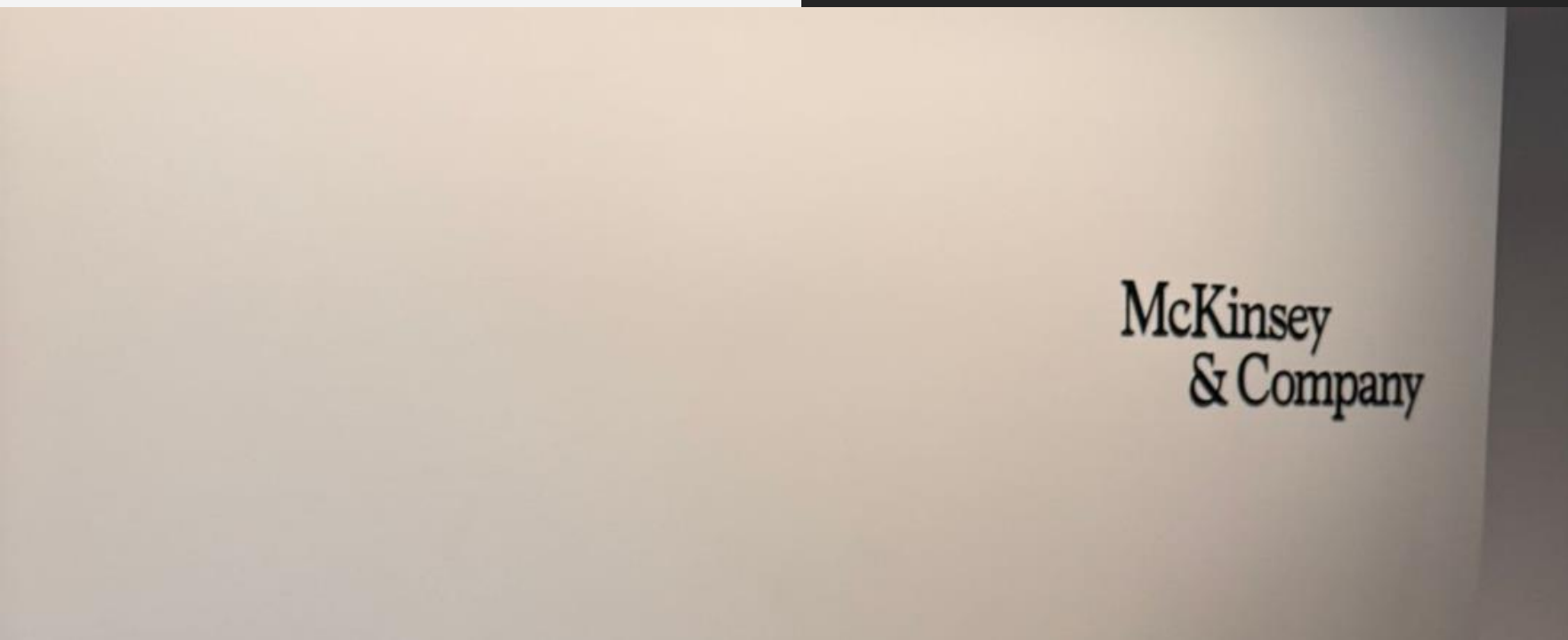
Multi-channel vs Omni-
Channel

Chosen occupation
(500 vacancies)

(SONG, SONG & SUN, 2019)
(ZHANG, WU, HUANG, AND ZHANG, 2021)

ROOT CAUSE ANALYSIS





PROBLEM STATEMENT

How can Retail General Managers acquire the skills needed for the successful execution of omni-channel retailing in South Africa?



METHODOLOGY

QUALITATIVE METHOD

Top, senior, and middle managers

HR, Merchandise, Planning, E-commerce, IT, Supply Chain, and Operations.

Tenure:

80% 6+yrs in retail

53% 11+yrs in retail

QUANTITATIVE METHOD

54% response rate

Geographical:

39% WC

31% GP

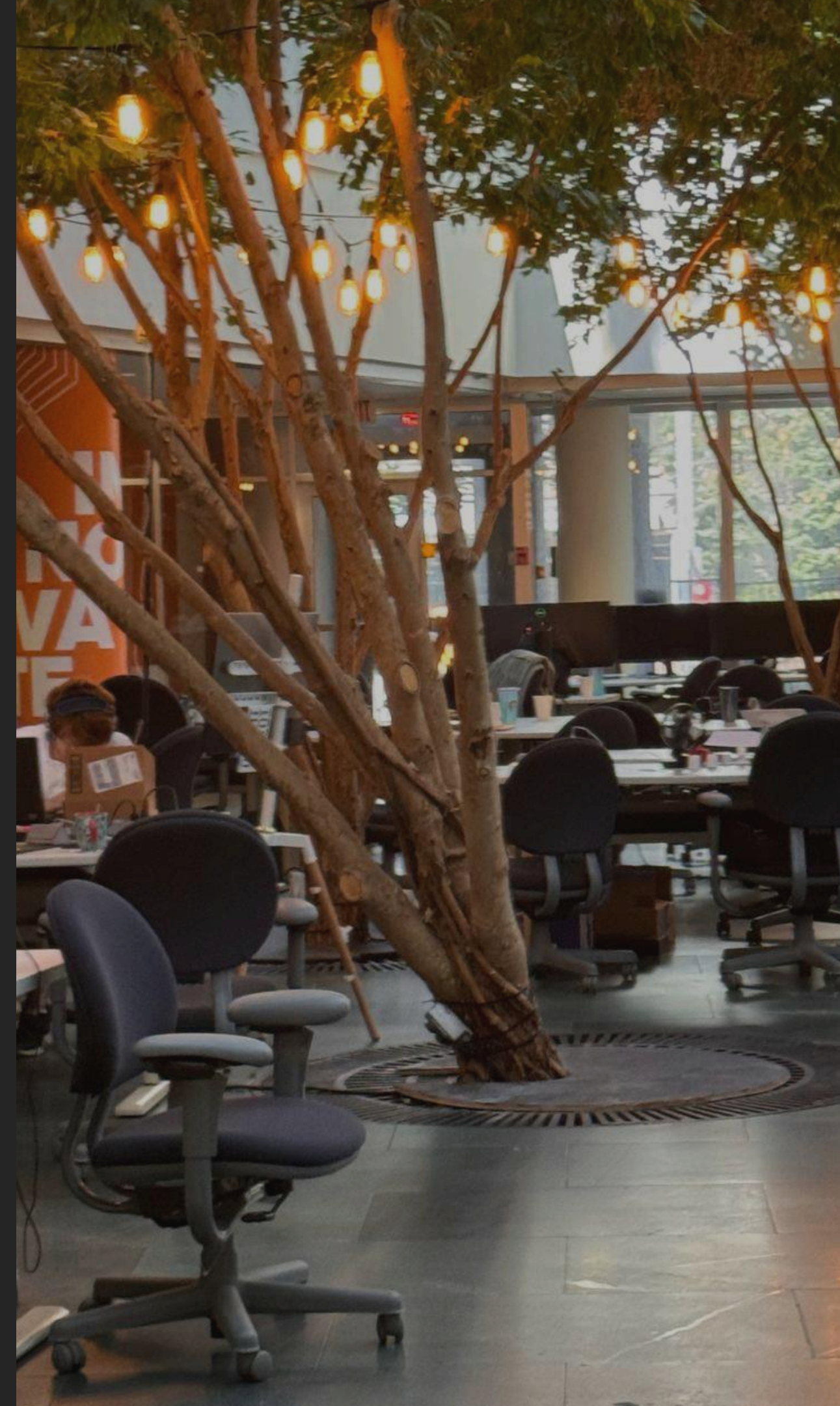
28% KZN

Age Distribution:

15.3% 18 - 29 yrs

49.7% 30 - 39 yrs

28.2% 40 - 49 yrs



RESEARCH FINDINGS

SEMI-STRUCTURED INTERVIEW

- Absent or present in pockets & incorrectly configured.

Change Management
Conflict Management
Project / Product Management
Strategic leadership
Technical skills: data analytics

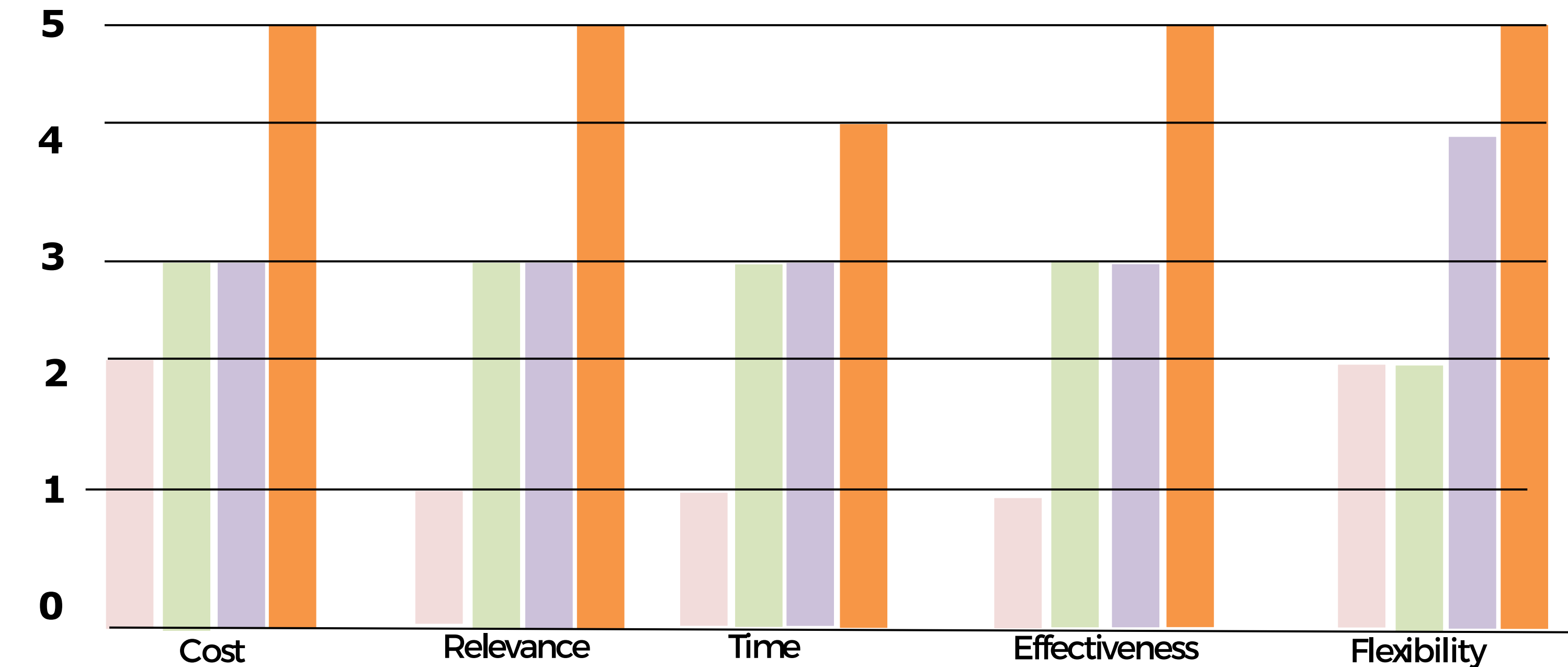
- A hybrid approach that includes, technical skills training, mentorship & experiential OTJ training or skills transfer from advanced markets.

ONLINE SURVEY

- 55% reported shopping experiences were sometimes consistent; 18.4% found them rarely consistent.
- Product availability (39%), ease of use (37%), consistency of experience (36%), and better promotions on the preferred channel (17%).



DECISION MATRIX ANALYSIS

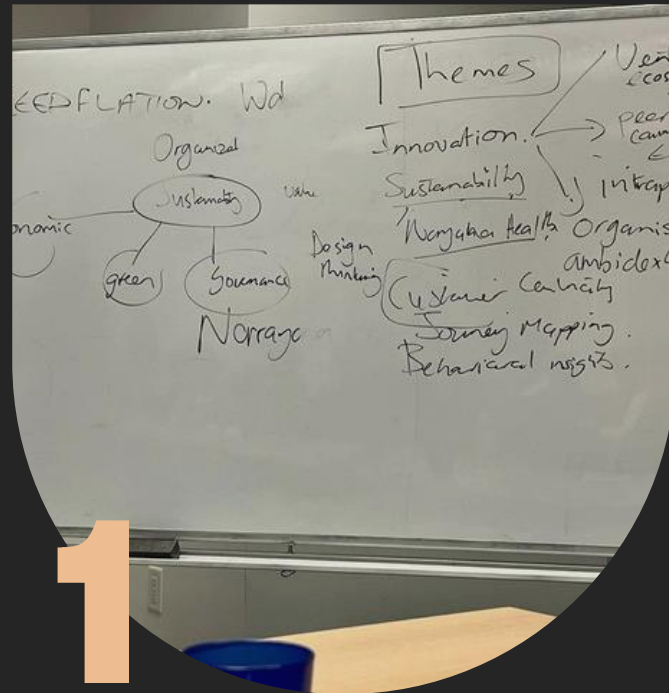


- BASIC RETAIL MANAGEMENT CERTIFICATE
- UNDERGRADUATE DEGREE/DIPLOMA
- RMDP
- E-ILDP

CURRENT ILDP: 60 Delegates Over 18 Months
ENHANCED E-ILDP: 180 Delegates Over 12 Months (3 x 4 months)

SOLUTION

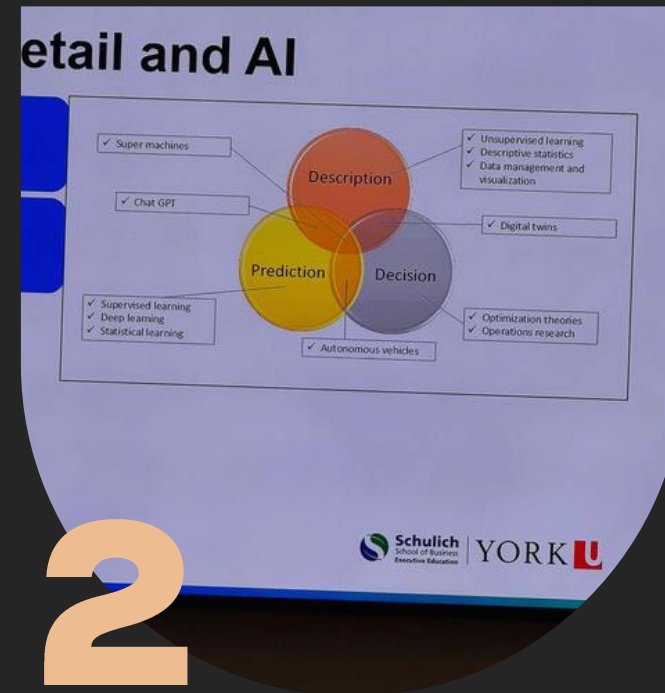
The ILDP will be enhanced with a specialised 4-month intensive omnichannel retailing sub-programme, focused on digital integration, leadership, and technology application.



1

Focus:

Foundational and strategic integration through workshops on customer journey mapping, case studies.



2

Focus:

Advanced technologies and analytics with hands-on sessions covering CRM systems, data analytics, and AI.



3

Focus:

Innovation, leadership, and networking, agile leadership workshops, and learning labs for developing new business models.



4

Focus:

In-depth job shadowing immersion

SOLUTION BENEFITS

Specialized sub-program

Blended Learning Approach

Hands-on Learning

Economic Efficiency & ROI

SDG 8

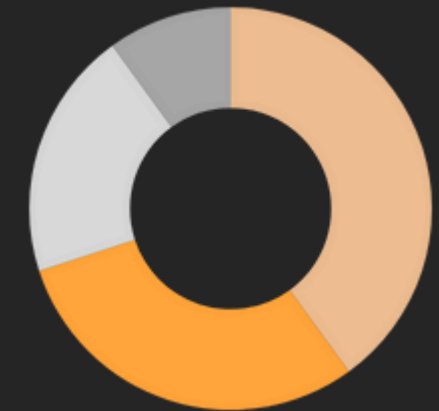
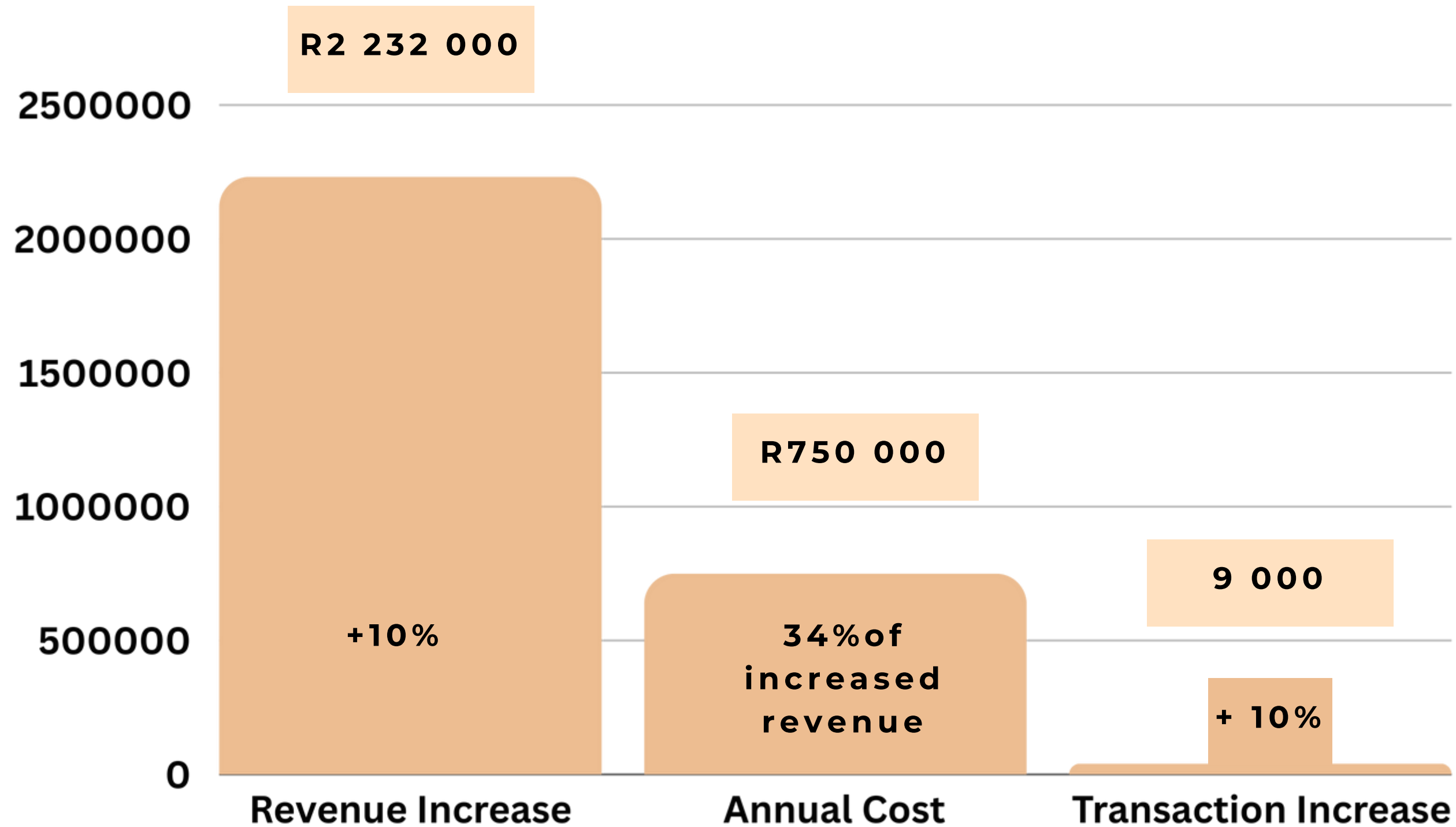


FEASIBILITY

TANGIBLE INPUT COSTS	COST PER DELEGATE	60 X 3	TOTAL COST (PA) (3 X COHORTS)
Content, Design, Development, Implementation, And Evaluation	R350 000	180	R63 000 000
Facilities, Immersion Travel & Accommodation ,Trainers, Facilitators & Learning Labs	R400 000	180	R72 000 000
TOTAL ESTIMATED COSTS	R750 000		R135 000 000

Feasibility for the research proposal encompasses a comprehensive examination of the market landscape, consumer insights, competitive dynamics, feasibility and strategic recommendations.

ROI DATA



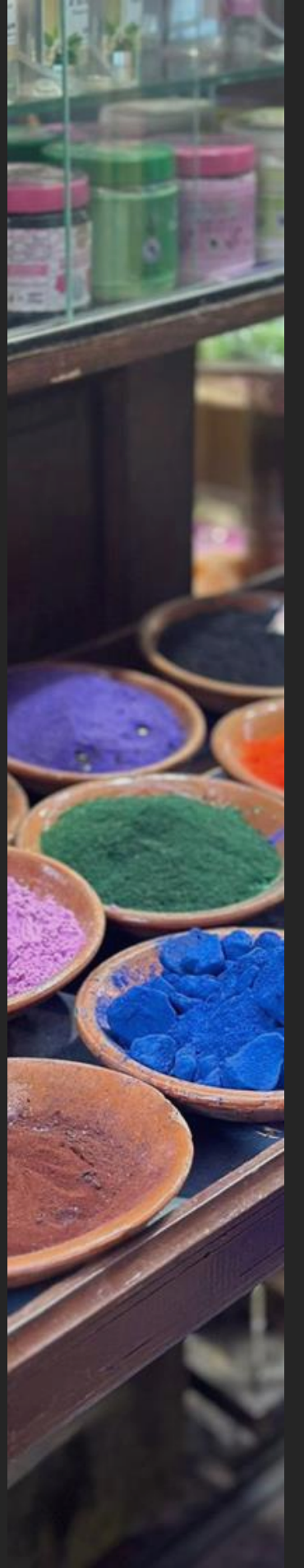
**ROI =
198%
(1 Year Period)**

SOLUTION FUNDING

Sponsorships

Partnerships

Reallocating existing
budgets



MITIGATION OF RISKS

DROP OUT OF PARTICIPANTS	Implement strategies - contracts, 3-way check-in (service provider, employer & SETA) address concerns, communication on expectations and outcomes.
GATEKEEPING TO LEADERSHIP	Succession plans and road mapping
RETENTION OF GM IN SECTOR	Retention strategy
FUNDING	Reducing number of delegates



THANK YOU

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