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QUALITY EDUCATION

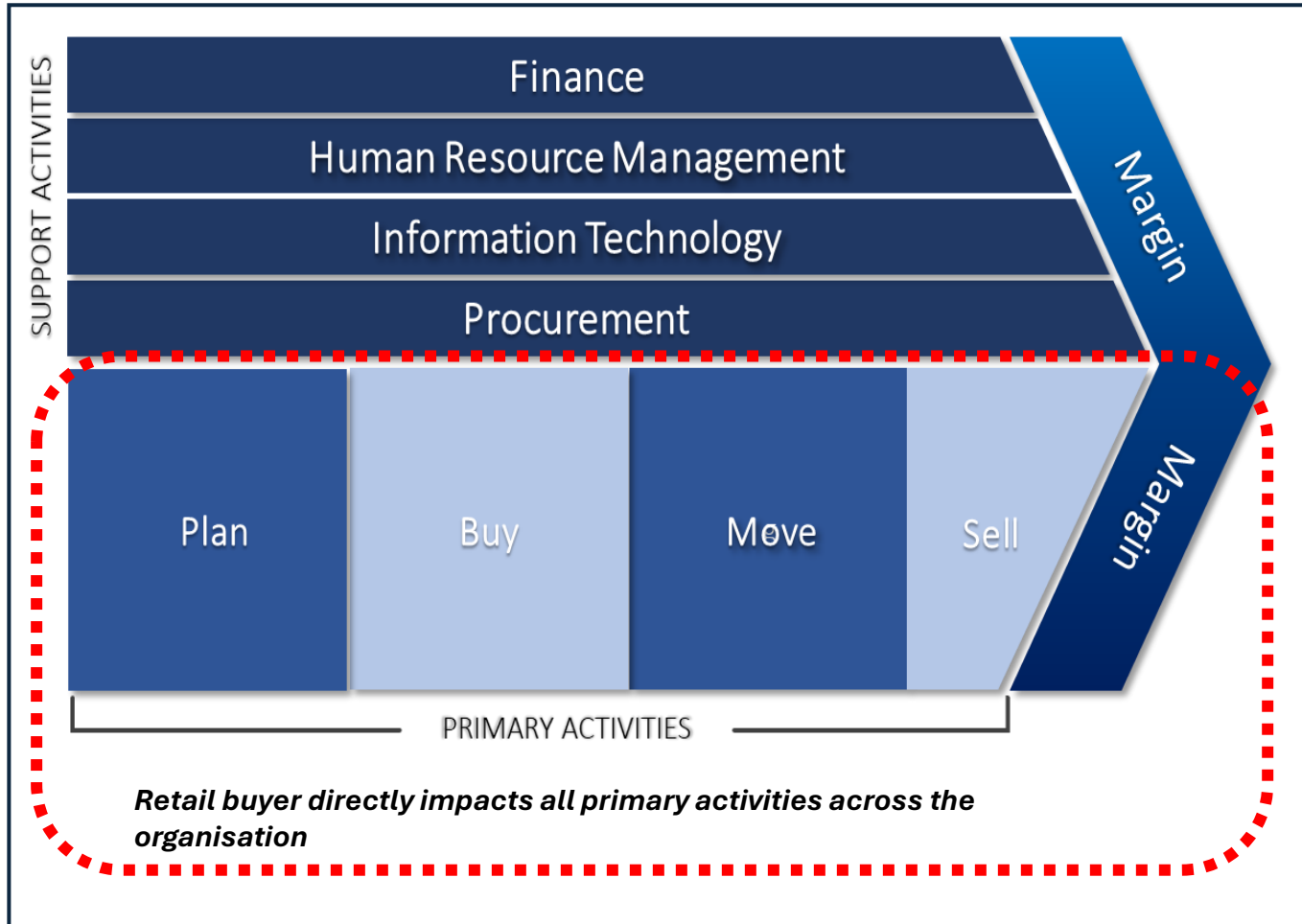
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

**Gordon Institute
of Business Science**
University of Pretoria



Improving the
attraction and
retention of retail
buyers in the
W&R sector
in South Africa

The Retail Buyer



Porter's Value Chain

The retail buyer is responsible for:

- Maximising profit and ROI
- Strategic positioning of categories and products
- Identifies key market trends, commoditise products
- Develops the customer value proposition
- Influences the up and down of the supply chain
- Responsible for negotiation and supplier relationships
- Identified as a critical and scarce skill

Root Cause Analysis

(Andersen & Fagerhaug, 2002)

Why is there a shortage of retail buyers in SA?

- There is a shortage of retail buyer skills and knowledge in SA's W&R Sector

Why is there a shortage of retail buyer skills and knowledge?

- There is a low supply of skilled candidates entering the sector

Why is there a low supply of skilled candidates entering the sector?

- The candidates who are qualified for the job are not attracted to retail jobs

Why are the candidates who are qualified, not attracted to retail jobs?

- Students and graduates appear to hold negative perceptions towards careers in retail

Why do students and graduates appear to hold negative perceptions towards careers in retail?

- Because students and graduates believe the retail sector is lagging behind other industries w.r.t. employee benefits, career growth and development opportunities

(Khuluvhe et al., 2022);
(Jacobs & Karpova, 2020);
(Vandeweyer & Verhagen, 2022)

(Howse et al., 2000);
(Khuluvhe et al., 2022)

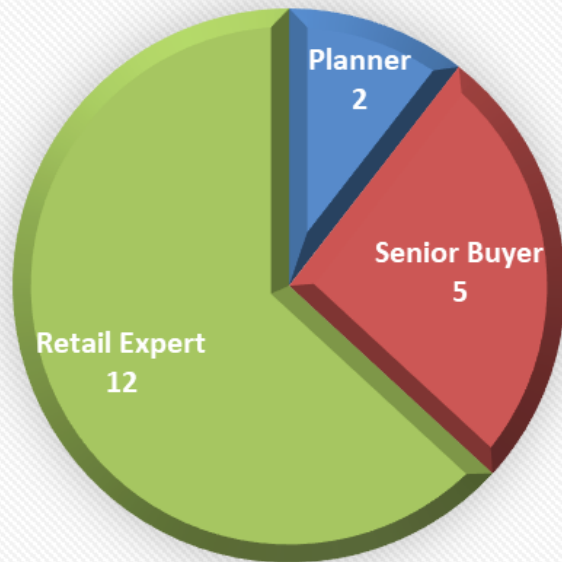
(Dobbelstein et al., 2018);
(Khuluvhe et al., 2022)

(Rhoads et al., 2002);
(Dobbelstein et al., 2018)

(Mokhlis, 2014)

Interview Feedback

Interviews with 19 Executives



■ Planner ■ Senior Buyer ■ Retail Expert

Themes that emerged from Interviews



Talent Attraction – 40%



Development and Training Opportunities – 23%



Employee Benefits – 14%



Career Growth – 12%



Organisational Culture – 11%

Survey Feedback- 36 Respondents

Insights from Retail Employees



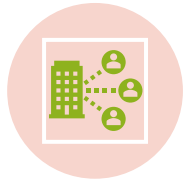
Work-life balance is crucial for students, graduates and job seekers



Gaining experience through graduate programs, internships, and career fairs is essential



Room to improve employee value proposition



Collaboration amongst all stakeholders



Structured programs and learning opportunities to improve attraction to students and graduates

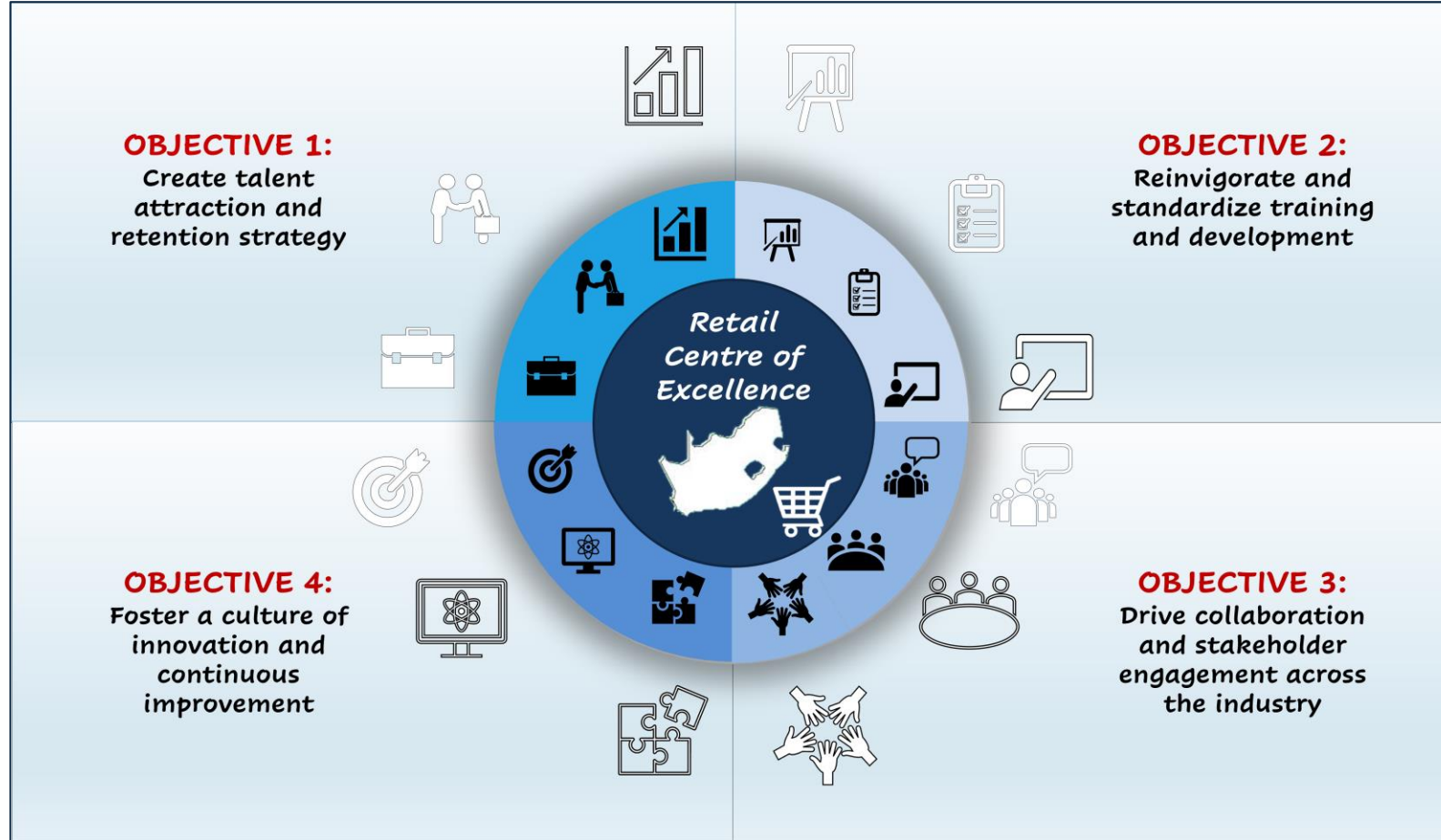


On-the-job training, job shadowing



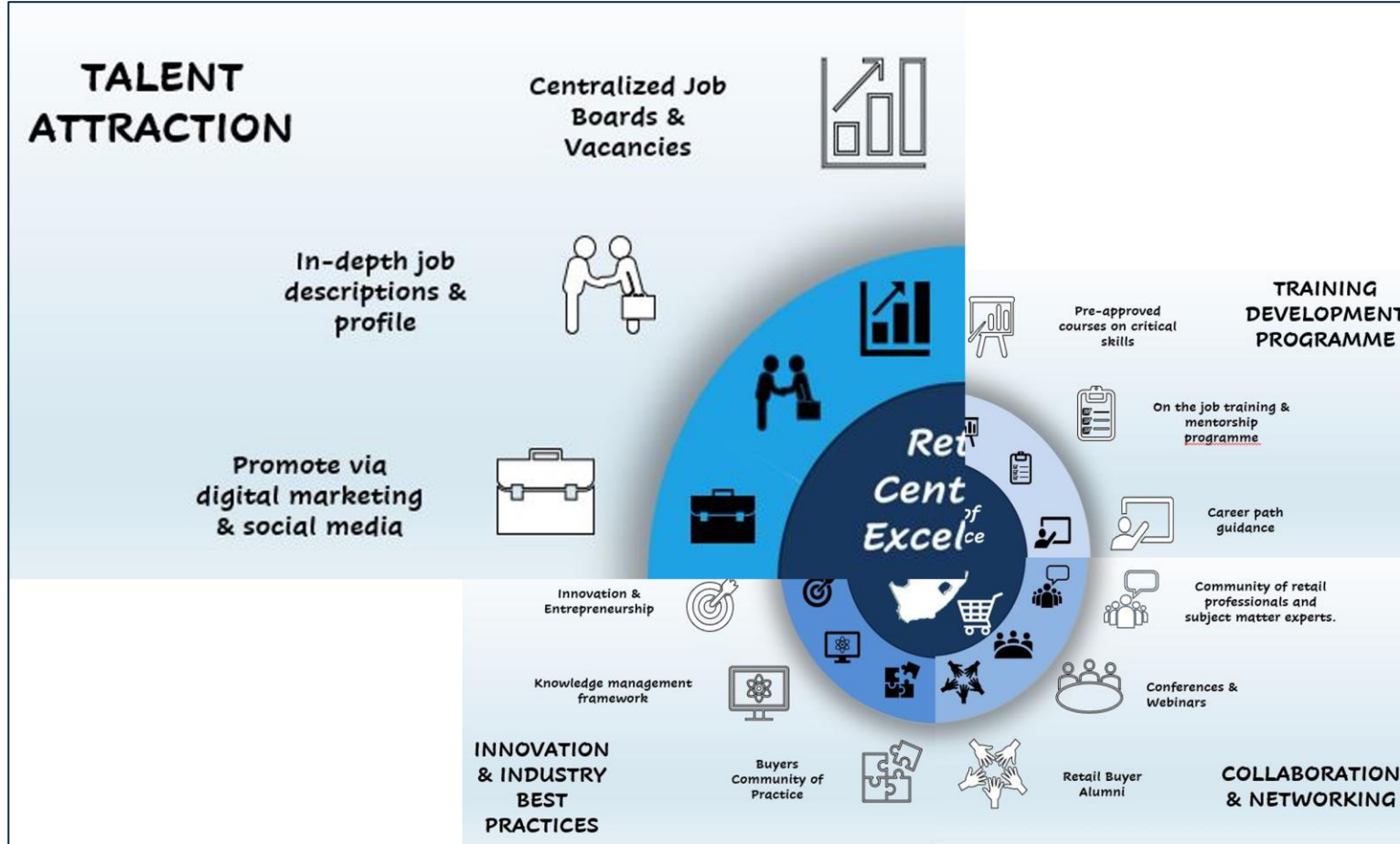
Engagement with experienced buyers are important

Solution: Retail Centre of Excellence



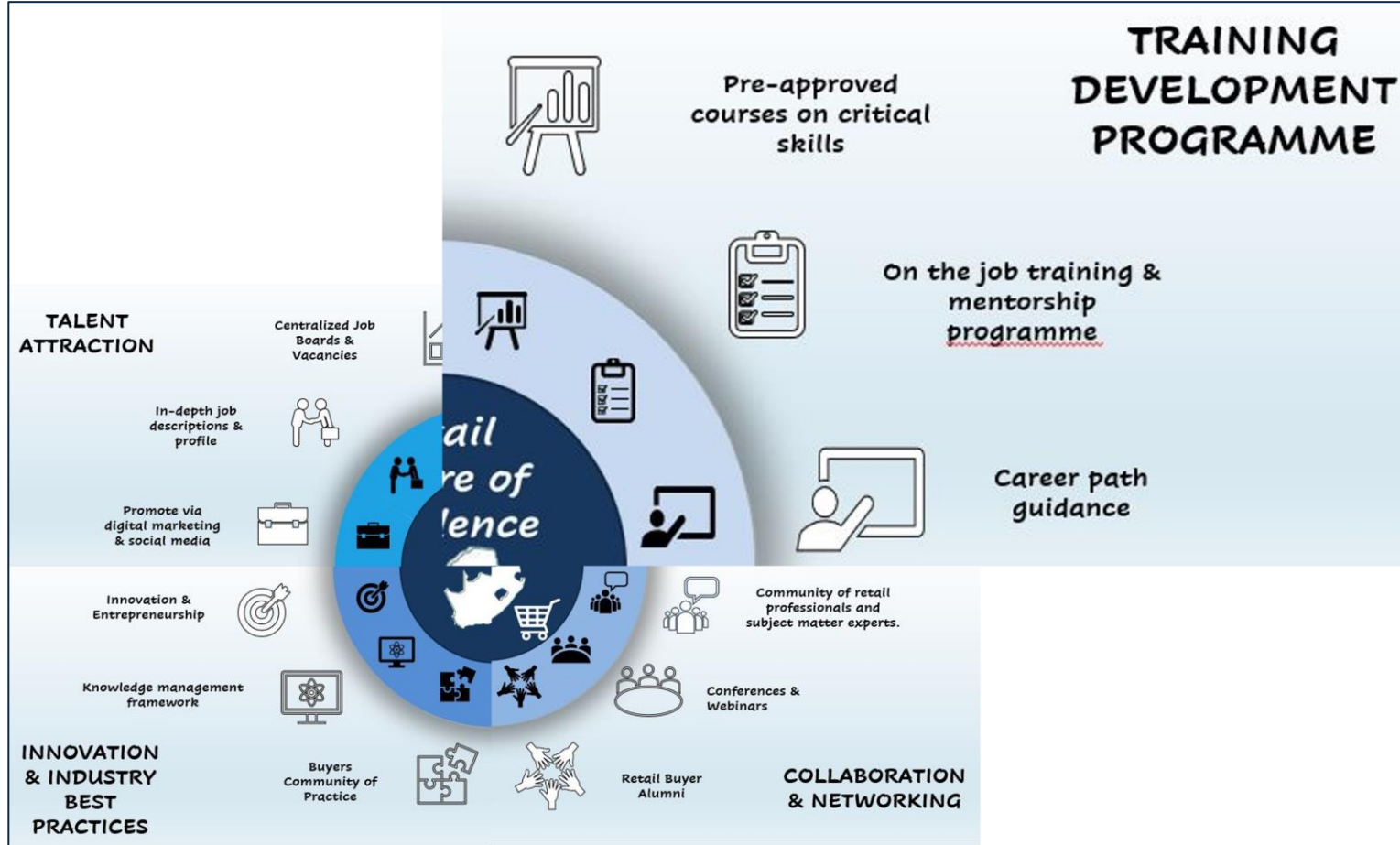
- Non-profit organisation
- Establish retail buying as a recognised profession
- Create an ecosystem of life-long learning
- Collaboration with academia & govt (W&R SETA)

RCOE: Talent Attraction



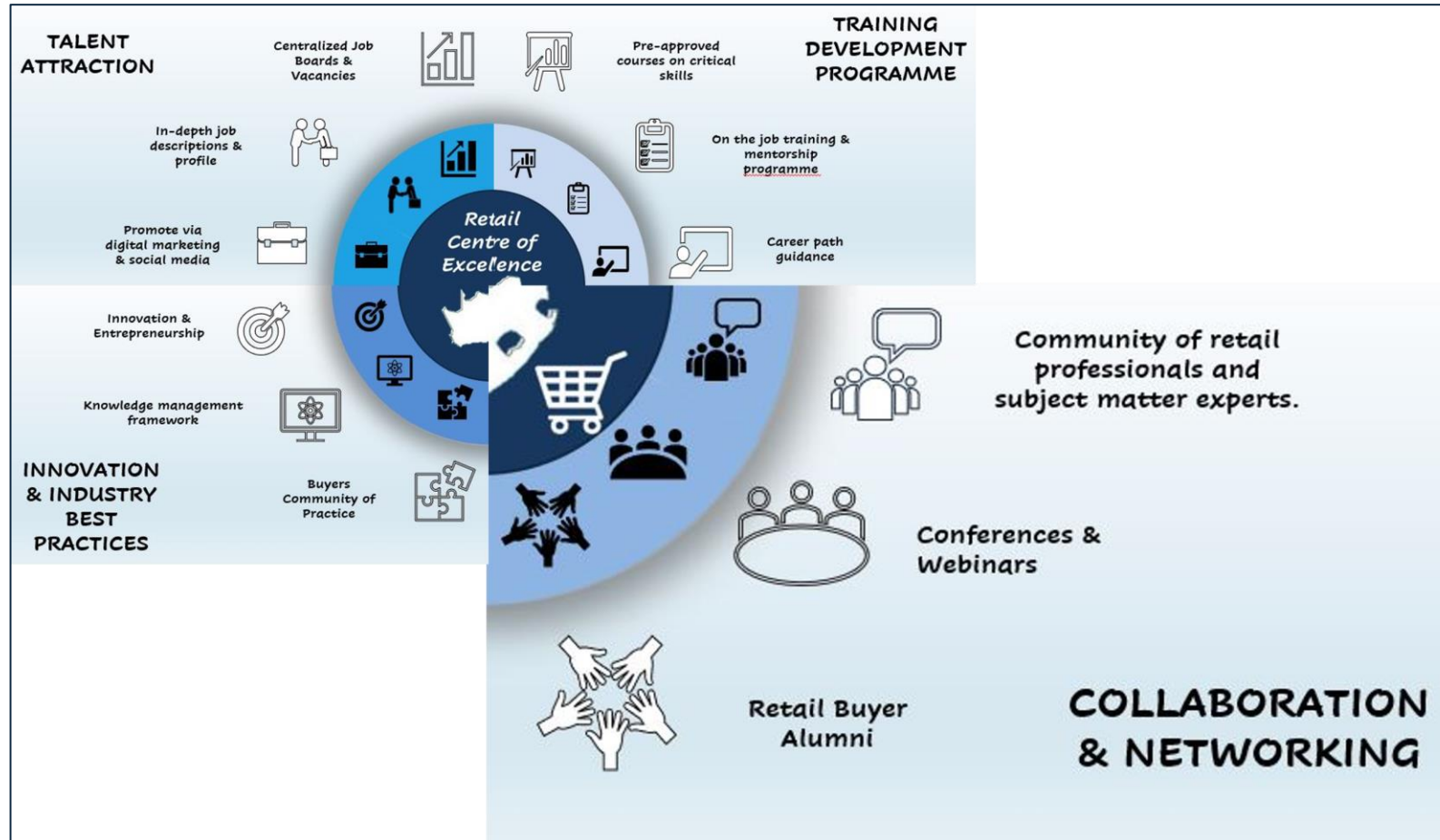
- Establish an association
- Set industry standards
- Promote & attract - Marketing Campaigns, career fairs, media

RCOE: Training Development Programme



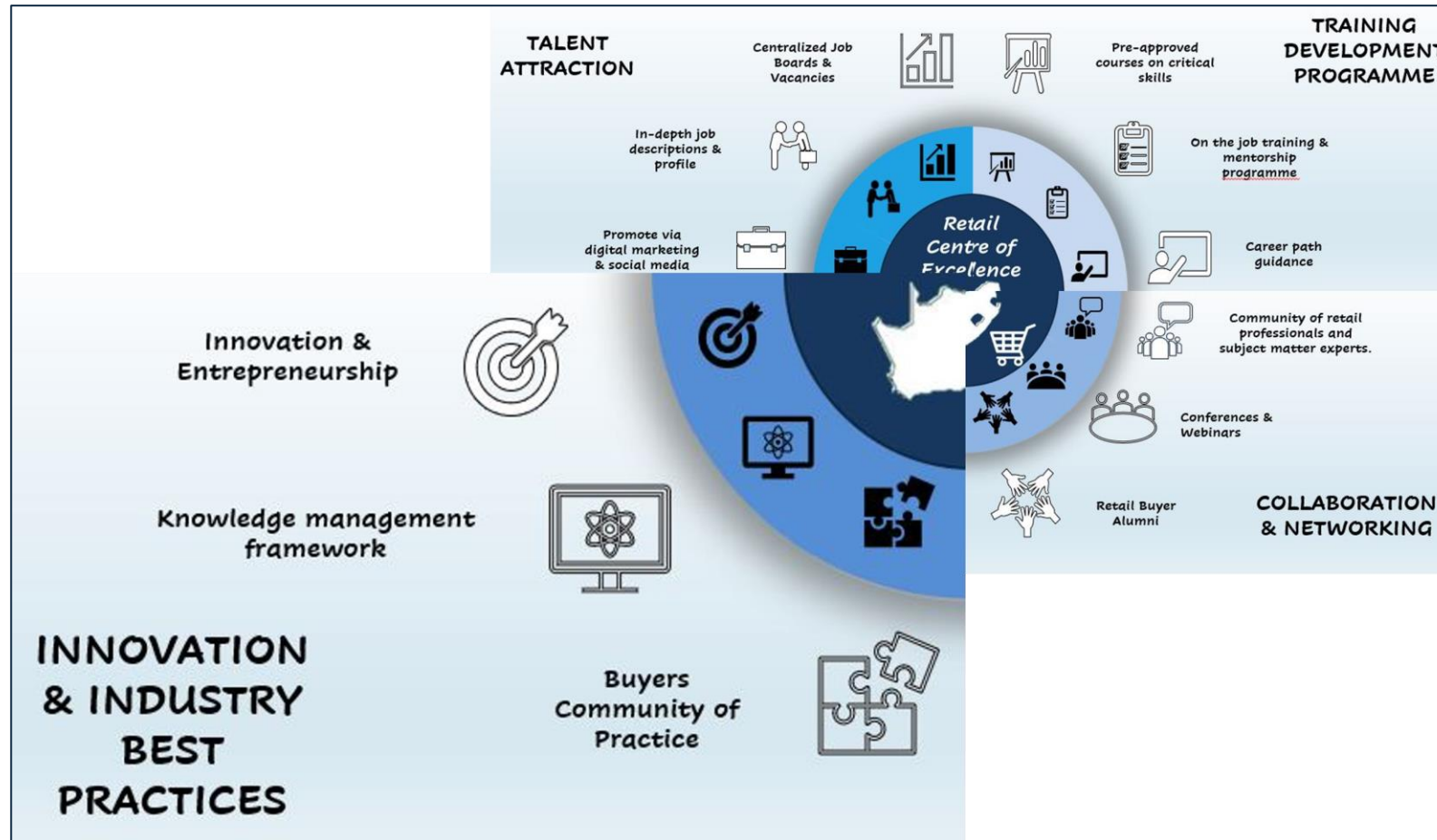
- Curriculum tailored to buying
- Practical training & mentorship
- Career pathways

RCOE: Collaboration & Networking



- Stakeholder collaboration
- Community of professionals
- Webinars, conferences, online forums

RCOE: Innovation & Best Practices



- Buyers community of practice
- Buyer's playbook
- Knowledge Management Framework

Implementation Plan

Year 1

- Registering the Non-Profit Professional Association
- Raising Start-Up Costs
- Marketing to raise awareness
- Design and Planning
- Acquiring Hardware and Software
- Build the Website

Year 2

- Building the Collaboration Network
- Development and Capability Building
- Engaging Retail Experts
- Competency Development
- Achieving Professional Accreditation

Year 3

- Year 1 - competency program rollout
- Develop a marketing strategy to promote RCOE successes and innovations
- Knowledge Sharing and Communication
- Scalability and Long-term Planning

Year 4

- Year 2 - competency program rollout
- Refine and optimize RCOE processes
- Drive Awareness Campaigns
- Implement Growth Plan
- Develop tracking system and manage new ideas, innovations, and best practices

Year 5

- Roll out Final Year
- Performance Monitoring
- Reporting Technology Upgrades
- Improve Talent Development and Retention
- Risk Management and Mitigation

First Year Accreditation

- **Certified Retail Buyer Associate (CRBA)**

Second Year Accreditation

- **Accredited Retail Buyer (ARB)**

Third Year Accreditation

- **Certified Senior Retail Buyer (CSRB)**

Benefits of the Retail Centre of Excellence



Enhanced Training & Development

Comprehensive & structured training programme



Foster Collaboration

Single platform for industry, and professionals to collaborate



Continuous Improvement

Foster a culture of innovation and continuous improvement. Promote life long learning



Professional Certification

Consistent standards across industry,
Produce qualified retail buyers



Improved Attraction & Retention

Improve and ensure a consistent supply of buyers to meet the demands of the industry

Financial Feasibility – Five Year Projection

	Year 2025	Year 2026	Year 2027	Year 2028	Year 2029
Opening Balance	0	84 153	-583 270	-736 435	-125 916
Syndicate Employers	35 000	38 500	42 350	46 585	51 244
Sponsorships from training institutes	50 000	55 000	60 500	66 550	73 205
Donations from Entrepreneurs	50 000	55 000	60 500	66 550	73 205
Sponsored Ads (Example: Procurement Software Companies)	100 000	110 000	121 000	133 100	146 410
Donations from other retailers	250 000	275 000	302 500	332 750	366 025
Corporate Philanthropy & Sponsorships	250 000	275 000	302 500	332 750	366 025
Total Projected Funding - assuming 10% growth	735 000	808 500	889 350	978 285	1 076 114
Capital Expenditure	489 997	410 000	470 000	530 000	590 000
Operating Expenditure	160 850	1 065 923	1 172 515	1 289 766	1 418 743
Revenue					
Projected New Members per year	0	0	200	440	740
Annual Membership Fees per member	0	0	3 000	3 300	3 630
Total Membership Fees	0	0	600 000	1 452 000	2 686 200
Balance c/f	84 153	-583 270	-736 435	-125 916	1 627 655
** Capital Expenditure Provision for website enhancements and Mobile App ** Excludes Revenue from Accreditation Courses This will provide additional revenue in Year 2027 moving forward					

RCOE Access

Who will access the RCOE?

- ❖ Graduates interested in a career in the W&R sector
- ❖ Current buyers seeking professionalism and accreditation
- ❖ Retail employees looking for structured career paths
- ❖ Current buyers looking for networking and collaboration opportunities
- ❖ Retail companies seeking to employ professional buyers

Who will run the RCOE?

- ❖ Founding Members: Team NewGen Leaders
- ❖ Retail Experts
- ❖ Training Facilitators
- ❖ Subject Matter Experts
- ❖ Marketing and advertising experts



How will the RCOE be accessed?

- ❖ Website
- ❖ Membership access will cost R3000 annually with a projected 10% annual increase that allows members to collaborate and network to solve retail buying challenges

Financial Feasibility – Potential Risks



Start-Up Costs



Accreditation and
Curriculum
Recognition



Cash Flow



Legal and financial
adherence

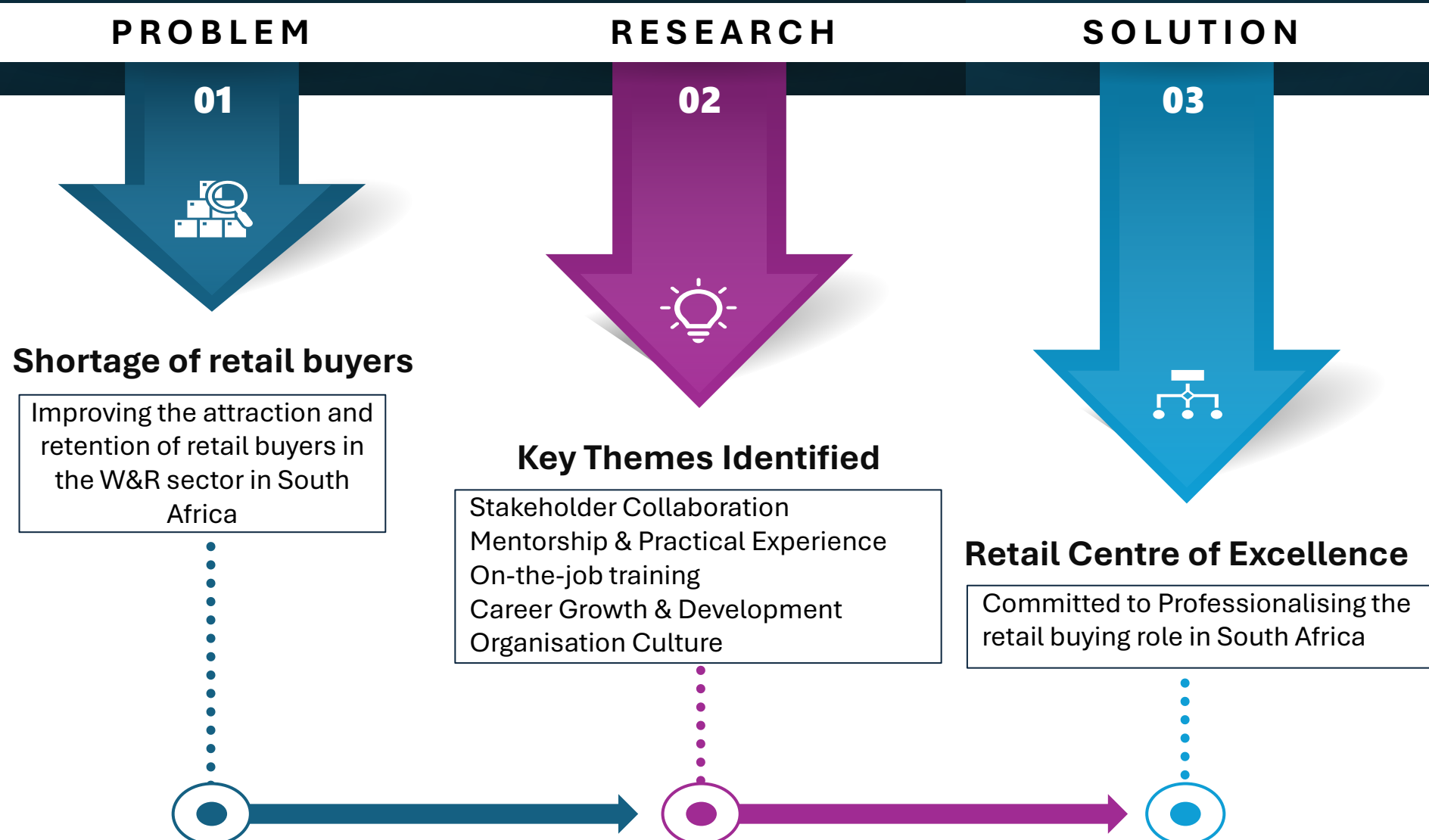


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Measurement of Success



Conclusion



Thank you

QUESTIONS?

WE HAVE
THE
ANSWERS