



Schulich
School of Business
Executive Education Centre

RCC
Members
Save 10%!



Virtual
Classroom
Format

Register for
an Upcoming
Session:

October 19 - 23, 2020
May 31 - June 4, 2021

Certificate Of Excellence In Retail Management

Take your effectiveness to the next level with game-changing retail-specific management and leadership training that will make the entire business more efficient and profitable.

Features an expert faculty of senior retail executives!

Retail executives in both the brick and click space will learn to:

Grow market share with advanced retail models and techniques, integrated operational plans and leading customer engagement methods.

Fully understand the business of retail and improve situational leadership, coaching for performance, and operational practices.

Presented in association with



What the Retail Council of Canada says about this program:

"We are delighted to partner with the Schulich Executive Education Centre and Graff Retail to offer the SEEC Certificate of Excellence in Retail Management. The Certificate integrates a pertinent retail management curriculum delivered by some of the best retail leaders and experts in Canada. This is a great new initiative and one welcomed by the industry."

Diane J. Brisebois,
President & CEO,
Retail Council of
Canada



21 CPD

Register Today / Complete Details

<https://seec.online/12907>



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Today's retail environment is more challenging than ever.

In addition to battling the traditional pressures of constrained profitability, a sluggish economy, shaky consumer confidence and sales staff turnover, retailers are dealing with a dizzying array of new external threats. These include disruptive technologies and business models, increasing online competition, changes in demographics and preferences, and customers expecting an omni-channel world with seamless interactions at every touch point.

Successfully navigating these complex, dynamic pressures and challenges requires a unique set of retail-specific management and leadership skills and tools. This five-day program – presented in association with The Retail Council of Canada (RCC) and Graff Retail, and delivered by renowned industry expert coaches – will equip retail managers in both the brick and click space with the advanced perspectives and the cross-functional skill set they need to become more effective retail executives.

Prepare for success in the next generation of retail management.

Who Should Attend

This program has been designed to benefit executives and professionals with at least two years retail sector experience who are looking to broaden their skill set and enhance their effectiveness in strategic roles. It is perfect for:

- Vice presidents and directors of retail operations
- District, regional and store sales managers
- Non-sales general managers and business owners who are responsible for retail performance and policies
- Successful senior professionals who wish to make a transition to the retail sector

Day 1: Understanding Retail

The Evolution of Retail

- The shifting economic landscape and fundamental reengineering of retail
- Reasons for the massive number of store closures
- How the best retailers are recreating customer expectations
- Five key strategies every retailer needs to adopt to survive

Marketing 3.0

- Leveraging hyper connectivity to drive engagement
- Activating the huge amounts of collected data
- Marketing in a world of word-of-mouth
- Understanding bricks vs. clicks
- The five marketing commandments

Day 2: Strategy and Leadership

Strategy

- Key elements of a strategy
- Bringing organizational strategy to life
- Aligning field tactics with corporate vision
- Developing an actionable framework for implementation
- Defining outcomes and measuring indicators

Leadership

- Assessing your natural leadership style
- Modifying it to most effectively drive retail performance
- Diagnosing gaps in staff performance with a practical framework

Day 3: Managing the Store

Culture

- Employee engagement as an amplifier and differentiator
- The leader's role in building and championing culture for the organization
- The purpose/cause-driven organization
- The interplay of employee value proposition, vision, mission, values and leadership brand



Leadership capabilities in these critical areas.

Operations

- How operating systems make good managers great and great managers brilliant
- Current operating models for retail stores
- Understanding or building your own retail store model
- How vision, mission, and leadership values support the model
- The leader's role in bringing the model to life.

Day 4: Managing Teams and Performance

Managing People

- Building teams and getting the best performance from them
- Strategies to effectively reduce staff turnover rates
- A strategic approach to recruiting
- The blueprint you need to get your teams to work both smarter and harder

Managing Performance

- The fundamental guidelines for every performance coaching scenario
- Five proven conflict management strategies that work
- How to deal with broken behaviours and poor results effectively
- A model to deliver feedback that will quickly address performance and improve your professional communication skills

Day 5: Managing the Business

The Business of the Business

- Understanding financial performance factors essential for operational success
- Driving sales and managing both expenses and inventory to deliver profitable growth as well as high return on investment

Partnering for Success

- Creating competitive advantage with internal and external partnerships
- Partnership definitions and types of partnership models
- Build vs. buy – when does it make sense to have someone else build your strategy?
- Building and executing on shared service work teams

Outstanding Faculty

Learn from experienced professionals at the forefront of retail management in Canada.

Michael Taylor, Program Director

Senior Partner, The Poirier Group.

Michael brings more than 25 years of retail sales knowledge, management and leadership experience to his position as Program Director of the Centre of Excellence in Retail Leadership at SEEC. He has held senior executive positions at a number of major corporations in Canada, with responsibility for strategy and business development.

Kevin Graff

President, Graff Retail Inc.

Kevin is widely respected as one of North America's best retail speakers and consultants and was recently chosen as one of the Top 50 Retail Influencers in the world. Work he has completed for his retail clients has captured the Retail Council of Canada's Award for Best Employee Development Programs on six separate occasions.

Fred Lecoq

Chief Marketing Officer, Sporting Life Group (Golf Town + Sporting Life)

For over 15 years, Frederick has influenced, revolutionized and transformed major brands as a digital disruptor in Europe and North America. He designs and implements cutting-edge omni-channel plans to elevate a brand's digital footprint and create an interconnected retail landscape that allows eCommerce to successfully coexist with brick and mortar.

David Markwell

Senior Vice President Information Technology, Loblaw Companies Limited

David has led the IT transformation at Loblaw since 2006, establishing and realizing its mission to be the best retail technology organization in Canada. This has been achieved by delivering high-value, business-strategy enabling solutions to its customers through a team of skilled and motivated professionals.

Chad McKinnon

President, Sporting Life Group

Chad is a proven retail brand builder who has worked in both private and public companies and has managed a portfolio of both corporate and franchise networks. His unique skill set is in building culture, elevating the employee experience and operationalizing strategy to drive sustainable results.

John G. G. Reis

General Manager, Retail, Canada Post Corporation

John is a results-driven executive with over 20 years of senior leadership experience in retail and product management at large, complex, national organizations. John currently leads a large, high traffic retail chain with a national footprint. His strong business acumen, collaborative leadership style and passion for the retail business has resulted in strong profitability and customer satisfaction.

Harry Taylor

Executive VP, Finance & CFO, Westjet

At Westjet, Harry is responsible for accounting, financial reporting, financial planning & analysis, investor relations, internal audit, procurement, treasury and tax. Before joining WestJet, Harry spent more than 20 years in senior finance and operating leadership roles for retail and consumer packaged goods companies in Canada and the US.

Haniyeh Yousofpour, PhD

Principal, PROAC Consulting

Haniyeh's expertise is in change management, conflict resolution, effective team work and influential leadership. In addition to teaching graduate level business courses for a number of universities, she also provides integrative management consulting services to multinational companies and academic institutions globally.



Learning shouldn't stop at the end of your formal education in high school, college or university.

Because few of us have the same job for life, we constantly have to re-invent ourselves, learn new skills and adapt to the changing marketplace and business environment. Today's professionals and executives must be able to quickly develop and fine-tune personal business skills to adapt and grow.

The Schulich Executive Education Centre is a strategic business unit of the Schulich School of Business at York University in Toronto. Our role within the school is to provide lifelong learning for the development of professionals and executives long after their full-time education has been completed and they are in the work force.

All SEEC Programs Feature:

Just-in-Time Learning for Immediate Application

Executive and Professional Development at Schulich is focused, practical and immediately applicable to the skills you need and the task at hand. Select from a wide variety of relevant management topics at SEEC today, and use the new skills and techniques you learn at the office tomorrow.

Advanced Curriculum Structure

Our programs combine a variety of modalities to ensure optimal program effectiveness, relevance and retention for adult learners. They include mini-cases, break-out sessions, simulations, role playing and other interactive events to reinforce the concepts being taught.

Outstanding Faculty

Our accomplished faculty is drawn exclusively from both practitioners and academia, and each is an acknowledged leader and innovator in their field. Their professional activities, research and work experience allow them to bring a wealth of insight and cutting-edge knowledge to the program.

Risk Free Learning

SEEC Open Enrolment programs come backed with a 100% satisfaction guarantee.



A Lasting Memento

Participants receive a handsomely framed Certificate of Course Completion.



Upcoming Sessions & Locations

October 19 - 23, 2020 (Virtual Classroom)

May 31 - June 4, 2021 (Virtual Classroom)

Virtual classroom sessions run:

9:00 a.m. - 4:30 p.m. each day.

Program Tuition & Registration Details

Program Tuition: \$4,995 + applicable taxes.

RCC Members save 10%:

\$4,495.50 + applicable taxes

Fee includes instruction and all seminar materials.

Special Team Savings: Save \$150 each when two or more team members from the same organization register for this program at the same time.

Please Note: Fees, dates, speakers and applicable taxes are subject to change. SEEC's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$500 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. HST# R119306736.

Complete Registration Details

See: seec.online/FAQ

Technical Requirements

See: seec.online/techreq

Contact Us

For program content and administrative inquiries, please call us at 416.736.5079 (1.800.667.9380 toll free), or email us at exceedinfo@schulich.yorku.ca.

