

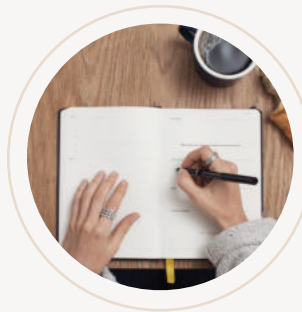


# Letz Retail

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*Innovation Intermediaries  
& Business Association*

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*Guide*

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# INTRODUCTION

Over the last years, small businesses set in previously successful commercial areas have faced a number of challenges, including the crisis and the growing competition of online shopping. Many businesses that operated in areas which were once the commercial centre of the town or neighbourhood, were forced to close. This had a spill over effect on the hospitality and cultural businesses, which suffered from a reduced number of visitors.

In many medium-sized and bigger towns, large malls on the outskirts offer a “one-stop-experience” for shopping, culture and hospitality, generating even more difficulties for the smaller ones in the centres to subsist. COVID-19 crisis has created additional challenges and put more pressure on small businesses trying to compete with established online shopping companies and large malls.

The deterioration of commercial areas is raising interest from municipalities and civic organisations, as the reduction in retail, commerce, hospitality and cultural activities in these kind of areas results in an overall deterioration of the area, with less movements of persons. Many municipalities are looking for solutions which can help them give new life to these areas and spaces.

Trends related to increased awareness among consumers about sustainability issues, the impact their decisions have on the environment, and the “slow”-movement (which advocates a cultural shift toward slowing down life's pace, and of which the “slow-food” movement is the most well-known), generate ample opportunities to bring about the so-much desired change. Proximity products and services are gaining ground.

Also, consumers nowadays not only acquire a product or services, but look for an “experience” or a statement with regards to their preferences and lifestyles. Attracting consumers to the commercial areas requires added value to be provided, e.g. an experience, or a combination of products or services not easily found somewhere else, or with clear added value, e.g. sustainable, ecological, environmental-friendly.







Although there are already some initiatives springing up in commercial area, which cover the consumer demands with regards to sustainability, proximity and the slow movement such as shops which offer products in bulk so the consumer can buy exactly the needed amount, or those offering local ecological produce, there are many which have not adapted to this new setting.

It is difficult for a small commerce, retail, hospitality or cultural/creative business to provide answers to the aforementioned challenges individually, and when they do, the impact is limited to the specific type of consumers they address. Hence intense collaboration through the joint creation, design and implementation of new products and/or services, offering the consumer the needed experience is key.

LETZ RETAIL provides an answer to the aforementioned challenges by offering a learning programme aimed at owners, managers and self-employed persons of small retail, commerce, hospitality and cultural/creative businesses in commercial areas in decay (or at risk of) which gives them the knowledge, skills and competences to:

- Adapt their individual offering to the new environment;
- Co-design, co-create and co-work to develop new (or adapt and combine) existing products, services and experiences.
- Respond to trends related to sustainability, green & circular economy.

By acquiring these skills, they will be able individually and jointly provide an answer to the demands of the sustainable conscious and digital-native consumer, open to the slow-movement concept and compete through differentiation offering a different and unique experience.

LETZ RETAIL goes to the root of the problem, the lack of a collaborative spirit between actors to unite willingness, needs and opportunities in an informal and constant way, that leads to the success of local businesses.

LETZ RETAIL has developed a learning programme that develops the knowledge and competences, through the use of co-creation, co-design and co-working techniques and tools, to find relevant solutions such as offering the clients/visitors new experiences, activities, products and/or services.

Complementary to the learning programme and with the aim to ensure take-up while safeguarding the approach and quality of the results, LETZ RETAIL GUIDES are elaborated. These are a set of concrete and focussed guides for each of the relevant stakeholders belonging to the ecosystem of commercial zones/areas, and how these can take advantage of the approach and learning programme.





## **LETZ RETAIL Learning Guide**

Aimed at the direct target group and will outline how they can acquire the skills and competences on co-creation, co-design and co-working through the LETZ RETAIL learning programme.

## **LETZ RETAIL Train the trainer guide**

Address how (VET) trainers, training bodies and educational institutions can build upon and leverage LETZ RETAIL.

## **LETZ RETAIL Guide for Innovation Intermediaries & business associations**

Aimed at those organizations and associations that offer services and support in relation to the commercial area/zone's ecosystem, such as business associations; commerce associations, chambers of commerce, and incubators, accelerators or hubs.

## **LETZ RETAIL Civil society guide**

Aimed at civil society organisations/ NGOs active in the areas and/or working with the targeted sectors, such as those focussing related to sustainability, green & circular economy or urban regeneration on how to leverage LETZ RETAIL to realise their objectives in cooperation with the target groups/other stakeholders

## **LETZ RETAIL Policy Brief**

How public bodies can stimulate co-creation, co-design and co-working among the target groups and the commercial zone/area's ecosystem, both through targeted commercial and business development programmes as well as through VET training policies for the target group.



# Target Group

This guide is aimed for you as innovation intermediaries, to learn about LETZ RETAIL and how to adopt and use the materials. As an innovation intermediary or in fact any business support expert, you are ideally placed to help companies get back on their feet after setbacks and change of market trends, while optimising current business processes. The LETZ RETAIL materials are created in such a way it is easy to use and integrate in existing training programmes and can be used to optimize current business methodologies and operations. Both, the best practices and learning programme, are perfectly suited to use in innovation processes.

By **Innovation Intermediaries** we mean experts in the field of innovation and efficiency, which help understand the role of firms, agencies, and individuals that facilitate innovation by providing the bridging, brokering, knowledge transfer necessary to bring together the range of different

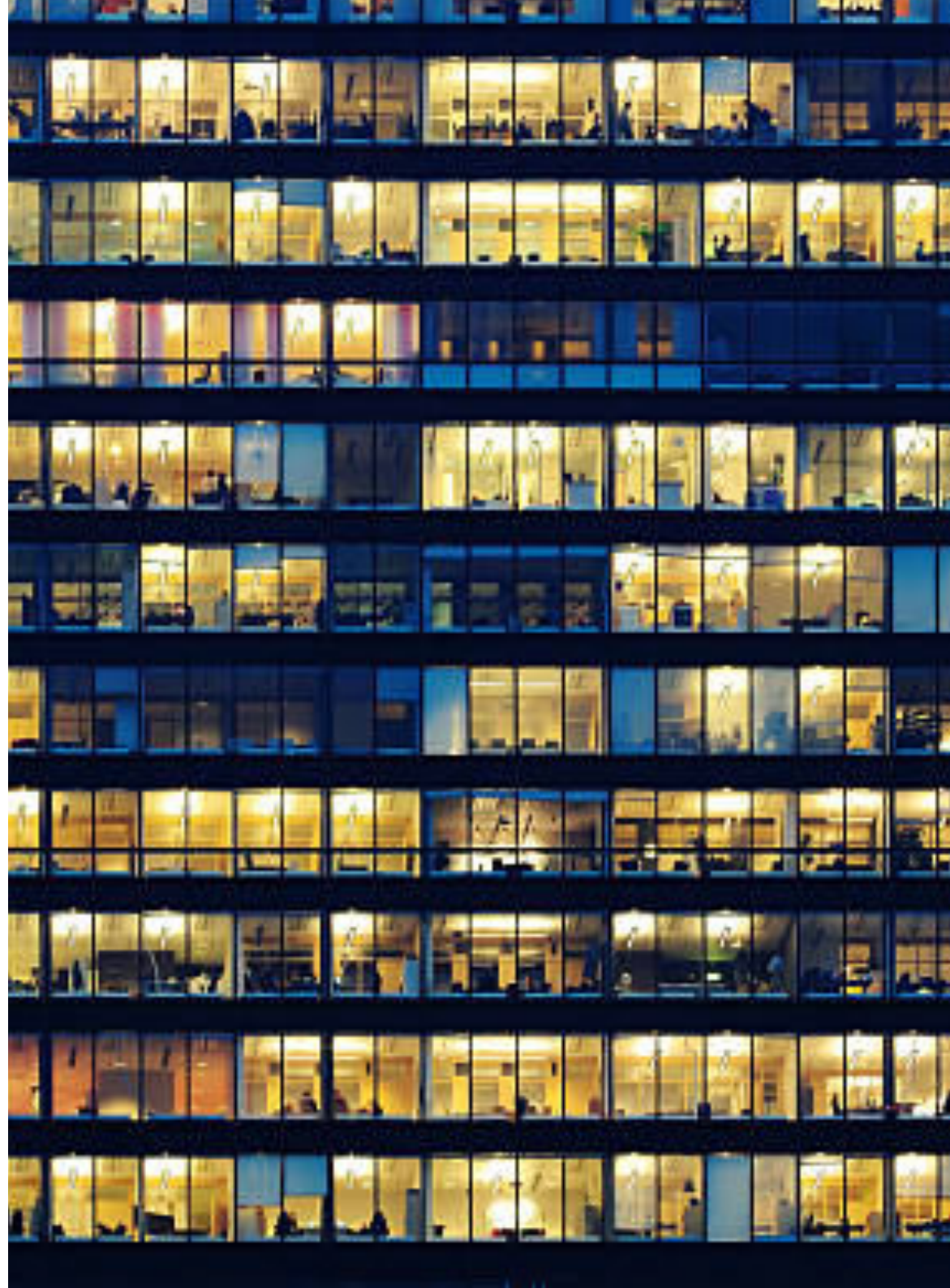
organizations and knowledge needed to create successful innovation.

By **Business Associations** we mean membership organizations engaged in promoting the business interests of their members. These associations typically perform activities that would be unduly costly or time-consuming for an individual company to perform by itself, including lobbying, information gathering, research, and setting industry standards.



# INNOVATIVE BUSINESS IMPROVEMENT TOOLS - LETZ RETAIL

This guide is made to give insight and support for innovation methodologies and will assist you in guidance towards businesses in need of advice on innovation, efficiency, business improvements and change in strategies. The guide will help you implementing the LETZ RETAIL programme and fully understand the approach of co-working, co-design and co-creation.





# What is Offered

In an era with abundant and widely distributed knowledge, the corporate and managerial challenge is to successfully identify and internalize value from opportunities internal and external to companies. How can organizations in the field of retail, hospitality and culture become stronger and able to stand up against the larger company chains and adapt to a constantly changing market demand.

LETZ RETAIL has developed innovative business improvement tools for organizations active in the field of retail, hospitality and

culture; meaningful examples of companies facing the same struggles and their ways of climbing back up, mostly using co-creation, co-work and co-design, however, the other topics highlighted in the LETZ RETAIL programme were also used to establish a firm business foundation, so they could differentiate and conquer their place in the current tough market.

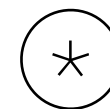


**Specifically for business advisors, innovation intermediaries and experts in business consultancy, LETZ RETAIL can offer the following materials;**



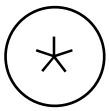
Especially in a business support function, it is essential to know which learning objectives are connected to the different units. Below you can find an overview of these learning objectives per unit. You can also find an extended version in the LETZ RETAIL online environment. Initially, the programme is made for all small businesses in the retail, culture and hospitality branches, especially for those who are succumbing under the great pressure of digitalisation and large shopping chains, however, most of the units can also be applied to other branches and businesses. LETZ RETAIL doesn't exclude those businesses who are in need of our innovative programme and therefore aims at a large transferability of the LETZ RETAIL materials.

- \*An extensive research report to explain the most important skill set for entrepreneurs in the field of retail, hospitality and culture, and the competence framework connected to this research. It can be of great help for you to understand the basics of the LETZ RETAIL training landscape and the methodology behind the materials developed.
- \*A total of 25 best practices of situations experienced by organizations, where you can learn from and adopt their lessons learnt directly to the organizations in need of your expertise.
- \*A ready-to-use LETZ RETAIL online learning environment which you can directly offer to your clients in order to learn about the most important skills while upgrading their business operations and become more resilient towards to changing market and its demands.



## The Units





<b>UNIT 1 - CREATIVITY</b>	Explaining what is creativity and how can be used in order to help the learner to generate, envisage and define their business idea in the framework of collaboration/co-creation using different creativity techniques
<b>UNIT 2 - COLLABORATIVE LEADERSHIP</b>	Explaining what collaborative leadership is and what it means to lead collaboratively, in particular in the context of co-creation, co-design and co-working
<b>UNIT 3 - TEAMWORK</b>	recognizing the power of teamwork to improve organizational processes and performance in co-creating, co-designing and co-working with others
<b>UNIT 4 - COMMUNICATION</b>	Improving communication as a way of developing and maintaining relations within the team of co-workers, as well as with outside partners and customers
<b>UNIT 5 - NETWORKING</b>	Understanding how to use networking in order to lay the foundations for co-creating, co-designing and co-working with partners and customers
<b>UNIT 6 - NEGOTIATION</b>	Mastery in negotiation as a key to success for a co-creation, co-designing and co-working initiative and collaboration
<b>UNIT 7 - PROBLEM SOLVING</b>	Understanding how and when to apply Problem Solving in order to further develop action involving co-creating, co-designing and co-working within the organization as well as with partners and clients
<b>UNIT 8 - CHANGE MANAGEMENT</b>	Managing the changes for your organization and with your team, preparing them for co-creating and co-working with others
<b>UNIT 9 - CO-CREATION &amp; CO-DESIGN</b>	Applying co-creation and co-design approaches and techniques for ideating and developing new products or services
<b>UNIT 10 - CO-WORKING</b>	Managing to create the most effective environment where co-work, co-creation and co-design can be deployed and external collaboration is utilized to obtain new entrepreneurial skills and insights

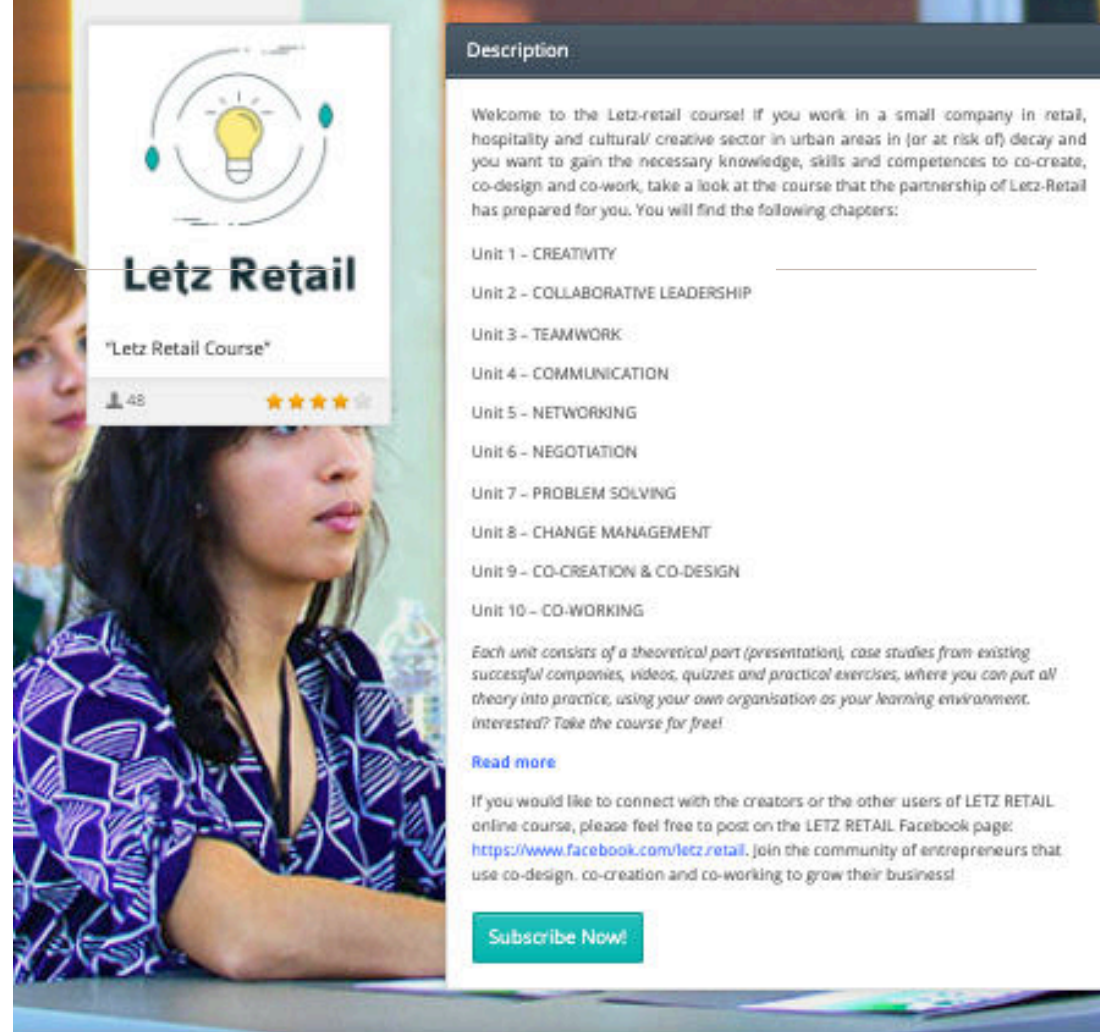
# LETZ RETAIL - Materials in the Online Learning Platform

The LETZ RETAIL training course is a flexi-time course offered via e-learning as a training delivery technique. The course lasts roughly 5 hours (only modules, without additional materials). The course is divided into ten modules called Units. Every unit is organized in the same way. They begin with a brief introduction to the module's topic, outlining the module's purpose and intended learning outcomes. Then follows the heart of the subject: the module content, which is backed by practical examples. The units have a focus on sustainability, but also on green and circular economy. Below, is presented the structure of each unit:

- \* **Theory:** Short theory to engage the client and to introduce the unit. It is presented in a motivating way so for the learner to proceed with it and ensures the client will gain the knowledge, skills and competences needed. Important to emphasise here, is that the content is presented in a visually attractive way, so that it is attractive for the trainees. There are no extensive text blocks and the elements of it are: Introduction, Essential knowledge and Inspiration to learn more (with accompanying resources).
- \* **Examples/case studies:** Examples within the module topics, that are about companies who faced certain problems and ways they have solved it.
- \* **LETZ PRACTICE!:** Here, your clients can put their knowledge into practice with some short hands-on assignments.
- \* **Tips & Tricks:** Finally, some useful tips and tricks are provided in order to prepare for the most effective implementation of the unit's knowledge, skills and competences.

Important to know is that all units are independent without a fixed sequence to follow. Some units refer to other units, as quite some topics and skills are interrelated and complement each other.

Go to <https://learning.letzretail.eu/> to experience the LETZ RETAIL online environment and take the course yourself for the ultimate know-how and practice.



**Letz Retail**

"Letz Retail Course"

48 ★★★★★

**Description**

Welcome to the Letz-retail course! If you work in a small company in retail, hospitality and cultural/creative sector in urban areas in (or at risk of) decay and you want to gain the necessary knowledge, skills and competences to co-create, co-design and co-work, take a look at the course that the partnership of Letz-Retail has prepared for you. You will find the following chapters:

- Unit 1 - CREATIVITY
- Unit 2 - COLLABORATIVE LEADERSHIP
- Unit 3 - TEAMWORK
- Unit 4 - COMMUNICATION
- Unit 5 - NETWORKING
- Unit 6 - NEGOTIATION
- Unit 7 - PROBLEM SOLVING
- Unit 8 - CHANGE MANAGEMENT
- Unit 9 - CO-CREATION & CO-DESIGN
- Unit 10 - CO-WORKING

Each unit consists of a theoretical part (presentation), case studies from existing successful companies, videos, quizzes and practical exercises, where you can put all theory into practice, using your own organisation as your learning environment. Interested? Take the course for free!

[Read more](#)

If you would like to connect with the creators or the other users of LETZ RETAIL online course, please feel free to post on the LETZ RETAIL Facebook page: <https://www.facebook.com/letzretail>. Join the community of entrepreneurs that use co-design, co-creation and co-working to grow their business!

[Subscribe Now!](#)

## Lessons

Unit 1 - CREATIVITY	10/10
Unit 2 - COLLABORATIVE LEADERSHIP	3/10
Unit 3 - TEAMWORK	2/10
Unit 4 - COMMUNICATION	10/10
Unit 5 - NETWORKING	9/10
Unit 6 - NEGOTIATION	4/10





## Innovation Intermediaries

Over the past few decades, the view on innovation and innovation processes has undergone significant development. Innovation is not considered as a linear and closed process. The new perspective indicates that innovation is an open process where knowledge is shared from external resources. The upswing of sharing knowledge and experience creates the need of innovation intermediaries that can help organizations manage that knowledge properly.

### **So, why do we approach you?**

- ❖ You can take several roles such as facilitating the process of bringing together multiple parties at a different stage of the process of innovation like ideation, invention, defining the standards, creating new market segments, etc.
- ❖ You can specialize in different services, however, the basic function includes coordination and match-making between innovation seekers and potential solution providers
- ❖ You are ideally suited as a trusted person to transfer knowledge and innovation within companies who need external help
- ❖ You can create the internal value from your interaction with your clients
- ❖ You have in-house knowledge to help businesses in need, which can be ideally complemented with the LETZ RETAIL materials
- ❖ You are pivotal to share information among interested business owners and managers and can make relevant connections between these businesses
- ❖ You can establish bridges to external experts and connect people

# Business Associations

For a business owner, the decision to join a business association should be an easy one. After all, business associations can bring immense benefits to their members.

## **So, why do we approach you?**

- ❖ Business Associations can use their networks to share and transfer the LETZ RETAIL materials by notifying interested business owners that free material is available on <https://letzretail.eu/>
- ❖ Business Associations can use the LETZ RETAIL training materials to integrate in their current training sessions/workshops or use it during thematic meetings to inspire entrepreneurs to innovate and upgrade their business operations. Especially those entrepreneurs active in retail, hospitality and culture sector in areas of decay.
- ❖ Many business associations provide certifications and courses to their members, which are absolute necessary for a business to compete. The LETZ RETAIL programme can be one of the courses offered by the business association, where individual business owners might not even know about.







# How to use the LETZ RETAIL programme to help businesses

In this chapter innovation intermediaries and business associations can read about the different methodologies of using the LETZ RETAIL programme and how to integrate the free available materials in their current training. The following information can be used by both intermediaries and business associations.

## *Approaches for Innovation Intermediaries and business associations*

The LETZ RETAIL training programme can be offered to businesses in two manners;

1. Introduce your clients or peers to the LETZ RETAIL programme and share the link. Now your they have the opportunity to go through the materials independently and have own responsibility reading it and learning from it. In this case you offer the LETZ RETAIL programme in such a way, it can be complementary to your own set of training materials and current knowledge, without going into much detail.

2. Integrate the LETZ RETAIL programme into your own training approach. Here you are the one to explain all the theoretical parts of the relevant units and use the exercises available in the workbook, to educate your clients and apply the theory into practice.

Essential to mention here is that all units in the LETZ RETAIL are independent, without a fixed sequence to follow. It makes the programme ideally suited for you, as an Innovation Intermediary or peer business, to take out the relevant topics in each individual case.

We have developed a checklist for you in order to get a clear insight on how you can use the programme in your current training offer. This checklist displays the basic track of supporting and consulting a (colleague) entrepreneur, from begin to end.

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- ❖ **DO RESEARCH** - Analyse the business, its strategy, business model and their current network
- ❖ **ASK QUESTIONS** - Meet your client and reveal his/her core problem
- ❖ **COMBINE** - Define the innovative solutions you can find and match your current training offer to educate your client and include essential units of the LETZ RETAIL programme. In any case, teach your client about the opportunities Co-design, Co-work and Co-creation can bring and take a look at current trends, e.g. the green economy and sustainable products.
- ❖ **TRAIN** - Provide vital learning elements from the LETZ RETAIL programme and point out other units and topics which are available on <https://letzretail.eu/> FOR FREE!
- ❖ **PUT THEORY INTO PRACTICE** - Use the workbook to let your client apply all theory to his/her own business. You can find the workbook on the LETZ RETAIL platform and can be downloaded for free. This workbook entails multiple practical assignments, which can be used by you and your client to reflect on the theory and to put it into practice. Let the client think about his/her own situation, the lessons learnt and how to turn this into practical, innovative solutions for their own business
- ❖ **EVALUATE** - Give the client time to design and create these solutions and make an appointment to evaluate the outcomes. Give additional examples, ideas and recommendations
- ❖ **CONCLUDE** - Match businesses, use your own network to do this, and point out (again) the importance of Co-creation, Co-work and Co-design in order to join forces and create a better position on the local market





# CONCLUDING REMARKS

Over the last years, small businesses set in previously successful commercial areas have faced a number of challenges, including the financial crisis and the growing competition of online shopping.

As an Innovation Intermediary you are more necessary than ever, to support small businesses and encourage them to continue to innovate and refreshen their (often) old-fashioned way of operating their business. As a business association you help other businesses to grow (by network and training)

and support to increase knowledge about the latest trends and changes.

The LETZ RETAIL programme can help both Innovation Intermediaries and Business Associations to complement current training offers and knowledge. All materials are available on <https://letzretail.eu/> FOR FREE and doesn't only include innovative ideas and important knowledge about entrepreneurial competences, it also provides you 25 best practices and relevant practical assignments for your clients and peers to apply the newly acquired knowledge on their own business and situation.

**Check it out now!**





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