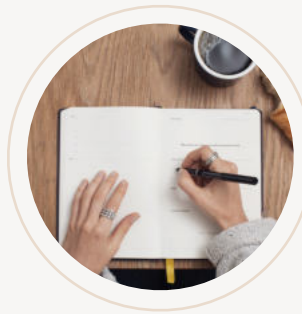




# Letz Retail

*VET Train*



*the Trainer Guide*

# 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

The “VET train the trainer” guide is aimed at (VET) trainers, training bodies and educational institutions.

LETZ RETAIL has developed an attractive and user-friendly online learning space that can be beneficial to (VET) trainers and educational organisations as it has a potential to enrich their current training offer or inspire the development of new learning programmes focused on the development of skills that are essential for successful co-creation, co-design and co-working.

The present guide includes recommendations on how to leverage LETZ RETAIL to develop practical co-creation, co-design and co-working skills and competences for both professional audiences as well as students in educational cycles related to the targeted sectors (small

retail, commerce, hospitality, cultural/creative). It contains insights into how the LETZ RETAIL learning methodology and content can be taken up and integrated into their formal and informal education and training.

Furthermore, the guide includes references to the National and European Qualifications Frameworks and the European Framework for Quality Assurance in Vocational Education and Training (EQAVET).

# INTEGRATING LETZ RETAIL INTO EDUCATION AND TRAINING

The following chapters that explain LETZ RETAIL learning methodology, contents, online space and relation to the qualification and quality frameworks, will help understand whether and how the LETZ RETAIL outcomes could meet the needs of your organisation and your learners. In general, LETZ RETAIL is aimed at adult learners that need to develop skills related to co-creation, co-design and co-working. It is assumed that the learners have a certain level of digital literacy and motivation in order to engage in (partly) independent online or blended learning process. At the same time, the methodological approach and learning contents are highly adaptable and transferable to different settings and audiences.





\* **Mastery in Learning Model** [Joyce, Weil and Calhoun classification (2000)].

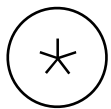
This model suggests that:

- o Clear learning objectives should be set
- o Information should be introduced to each learner in a way that meets the learning objectives set in the previous step
- o The learner is responsible for his / her own learning
- o After the presentation of information the learners must be evaluated in order to be estimated whether the learning objectives, set in the beginning were achieved or not.

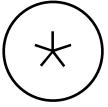
\* **Online learning** – asynchronous online course that allows the learners to access materials independently, on their own schedule. LETZ RETAIL online space provides a complete learning experience, with concise learning materials, case studies and exercises. Online learning is recommended when it is difficult to organise face-to-face interaction due to different schedules of the learners, time constraints, learners based in different locations, etc. Instructor/ peer support can still be requires and may be established via email communication or social media.

\* **Blended learning** – e-learning combined with face-to-face interaction (e.g. workshop), to allow the learners experience the benefits of independent online study at their own pace and time convenient to them, and face-to-face interaction to network, connect and further practice the knowledge and skills acquired through the online course. Blended learning approach is recommended in order to increase motivation, offer hands-on learning opportunities, and increase networking and interaction among the learners.

## LETZ RETAIL Methodology



**IS BASED ON SEVERAL CONCEPTS**



LETZ RETAIL **workshop methodology** (see the Annex and also on [www.letzretail.eu](http://www.letzretail.eu)) has been developed to support the organisation of LETZ RETAIL workshops to ensure adequate co-creation and co-design of solutions as well to lay the foundation for the co-working for the implementation of the envisaged solutions through the jointly defined action plans.

The workshop methodology proposes to follow Design Thinking and Pro Action Cafe methodologies that encourage community building, full participation and co-creation. It is advised to use a Logbook (provided as part of LETZ RETAIL support materials) that will help document the ideas developed during the workshop and help design solutions and action plans. Design Thinking process has many variations but in all cases places attention on the users and their needs. Deep understanding of people to whom we develop products and services leads to alternative strategies and innovative solutions. Pro Action café is widely used for ideation and creativity boosting. The Pro Action Café is a space for creative and action oriented conversation where participants are invited to bring their call - project - ideas - questions or whatever they feel called by and need help to manifest in the world. The concept of Pro Action Café is a blend of 'World Café' and 'Open Space' technologies.

LETZ RETAIL workshops are part of the blended learning approach, where online learning using LETZ RETAIL platform is complemented by activities that give an opportunity for personal interaction and networking (key aspects in successful co-creation, co-design and co-working). The workshops target transformational engagement of target groups and stakeholders and are expected to trigger the practical application of the acquired skills and competences.

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**For further inspiration on how to organise an effective workshop, check out the following resources:**

\*Ten Simple Rules for Running Interactive Workshops:  
<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3937100>

\*101 Interactive Training Techniques:  
<http://www.slideshare.net/coloradostatelibrary/101-interactive-training-techniques>



# LETZ RETAIL Syllabus



## Letz Retail

The LETZ RETAIL learning programme consists of 10 Units:

1. Creativity
2. Collaborative Leadership
3. Teamwork
4. Communication
5. Networking
6. Negotiation
7. Problem Solving
8. Change Management
9. Co-Creation & Co-Design
10. Co-Working

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**All Units have the same structure and are made of 3 parts:**

- \*Theory – introduction, essential knowledge - concise learning material explaining the main concepts of the subject, some tools that help apply the “theory”, inspiration to learn more – additional learning resources, and “Tips and Tricks”,
- \*Case studies,
- \*Practice/ assignments.

The units are structured in this way, to make them practical, useful and interactive at the same time.

Studying each unit takes about 30 minutes (excluding the additional learning resources).

The exercises of all (or selected) units may be put together forming a workbook/ logbook that helps a learner to practice and embed the new knowledge. Learning Objectives are defined and included in the description of each Unit.

Sustainability and green/circular economy are underlying themes in LETZ RETAIL learning material, also addressed in the case studies, aiming to inspire the learner to consider environment-friendly business ideas and practices. We believe these environmental trends are highly important nowadays and become more and more essential in the future. Sustainable business practices are popular with the public and can even lead to higher profits. Sustainability is seen as a competitive advantage, as opposed to being a costly requirement for doing business. Therefore, it is valuable for (small) businesses to learn about sustainability and green, circular economy, in order to implement these elements accordingly and integrate components in their business strategy.

Studying the complete LETZ RETAIL curriculum gives an opportunity to acquire an extensive set of knowledge and skills necessary for co-design, co-creation and co-working. Nevertheless, the LETZ RETAIL online learning space (see the next chapter) is designed so that the learners could freely choose the learning units and their parts that are most relevant to their needs. Likewise, a trainer or education/ training organisation may either make use of the complete learning material, or select the units or their parts that help to meet the learning objectives of their learners. The LETZ RETAIL online space offers a full flexibility and possibility to adapt to different needs of learners, trainers and education/ training organisations.

Thus, the learning content of LETZ RETAIL may be used by trainers and education/ training organisations in several ways:

- As a complete online course aiming to help develop skills necessary for co-creation, co- design and co-working,
- As a part of blended-learning course on co-creation, co-design and co-working, where the online learning is mixed with face-to-face interaction (presentations, workshops, individual or group coaching sessions),
- As an online learning course/ material on one of the subjects covered by LETZ RETAIL learning units (e.g. Creativity, Collaborative Leadership, Communication, etc.)
- As an additional/ optional learning resource to complement the existing online and off-line courses on subjects related to LETZ RETAIL.

LETZ RETAIL contents was developed with a particular target group in mind - owners, managers and self-employed persons of small retail, commerce, hospitality and cultural/creative businesses in commercial areas in decay (or at risk of). This is especially reflected in the selection of

case studies, which are focused on the businesses that work in above mentioned sectors. In case the material is offered in learning programmes aimed at businesses/ students from other sectors, it is recommended to do some further research in order to identify the case studies more relevant to the learners. Alternatively, LETZ RETAIL case studies may be used as an inspiration, and learners may be asked to identify or design similar examples in their field of interest.

Similarly, the LETZ RETAIL case studies were mostly collected in the countries where LETZ RETAIL partners are based in (Luxembourg, Spain, Greece, Bulgaria, The Netherlands and Cyprus). In order to increase learner engagement and retention, it may be useful to identify similar case



**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/letz.retail>. Join the community of entrepreneurs that use co-design, co-creation and co-working to grow their business!

[Subscribe Now!](#)



# LETZ RETAIL Learning Space

LETZ RETAIL online course is available through LETZ RETAIL project website: [www.letzretail.eu](http://www.letzretail.eu). In addition to the online course, the website includes the information about the LETZ RETAIL project, explains the background and idea behind the project, and presents the LETZ RETAIL consortium. Anybody that wishes to use LETZ RETAIL materials and online space and have any questions to its developers, is welcome to contact the consortium by filling in the contact form available on the website.

## Lessons

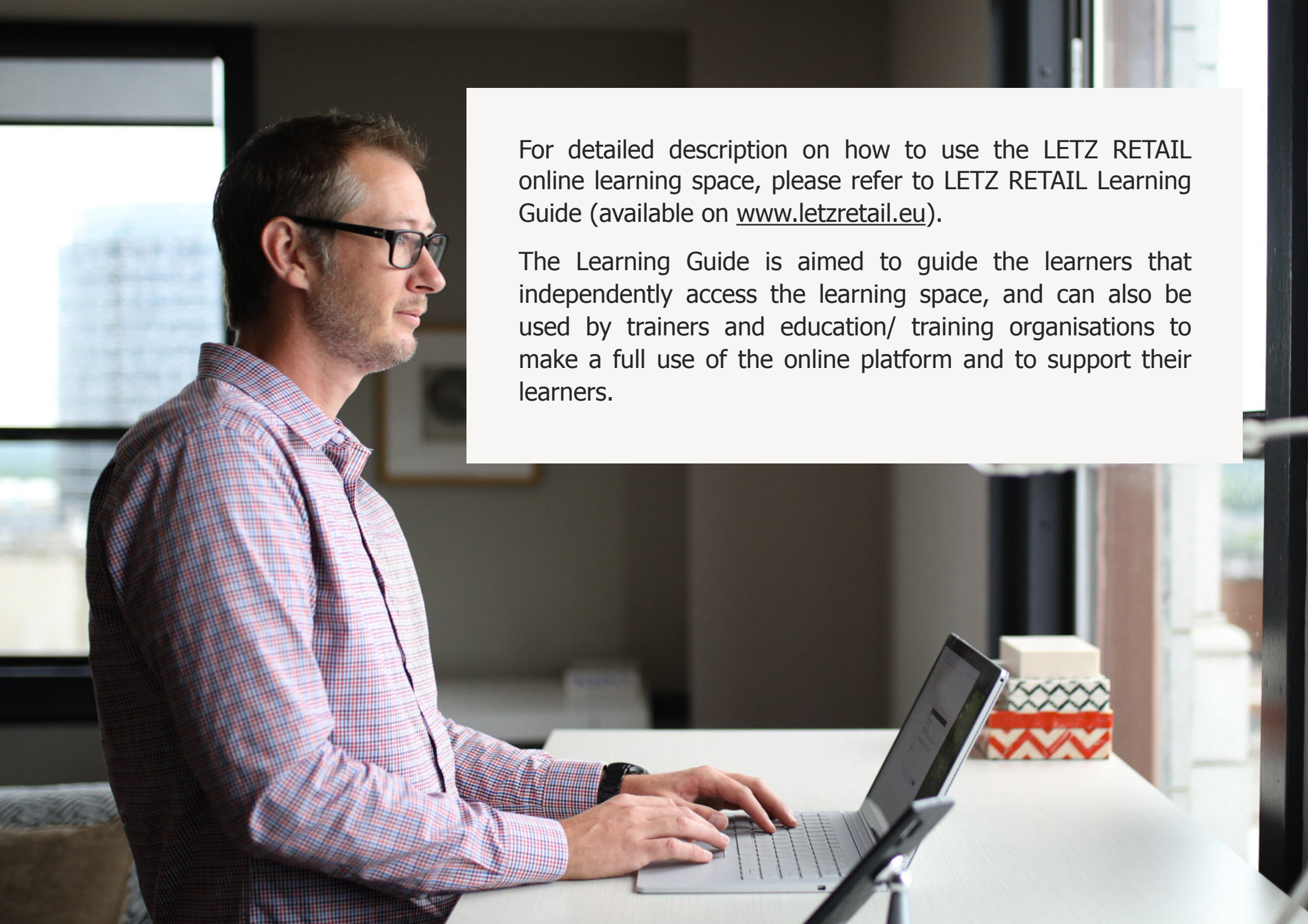
Unit 1 – CREATIVITY	
Unit 2 – COLLABORATIVE LEADERSHIP	
Unit 3 – TEAMWORK	
Unit 4 – COMMUNICATION	
Unit 5 – NETWORKING	
Unit 6 – NEGOTIATION	

The online learning space and all learning materials are available in 6 languages:

**English, Bulgarian, Dutch, French, Greek, Spanish**

You can easily select the course language either immediately upon opening the website, or after clicking on "Our course" in the English version of the website.

The use of the online learning course is free of charge. The learners are only required to register/ subscribe to the course by using a simple procedure (to start, click on "Subscribe Now").

A man with short brown hair and glasses, wearing a red and blue checkered button-down shirt, is sitting at a white desk. He is looking at a laptop screen and has his hands on the keyboard. The background shows a blurred office or home workspace with a window and some decorative items on the desk.

For detailed description on how to use the LETZ RETAIL online learning space, please refer to LETZ RETAIL Learning Guide (available on [www.letzretail.eu](http://www.letzretail.eu)).

The Learning Guide is aimed to guide the learners that independently access the learning space, and can also be used by trainers and education/ training organisations to make a full use of the online platform and to support their learners.

The **European Qualifications Framework (EQF)** is a common European reference framework whose purpose is to make qualifications more readable and understandable across different countries and systems. The EQF is a lifelong learning framework and covers all types of qualifications ranging from those acquired at the end of compulsory education (Level 1) to the highest qualifications such as Doctorate (Level 8 in the QCF and Level 12 in the SCQF).

The core of the EQF is its reference levels defined in terms of learning outcomes i.e. knowledge, skills and autonomy-responsibility (attitude). Learning outcomes express what individuals know, understand and are able to do at the end of a learning process.

For the LETZ RETAIL training materials we are using EQF level 5 as a basis.



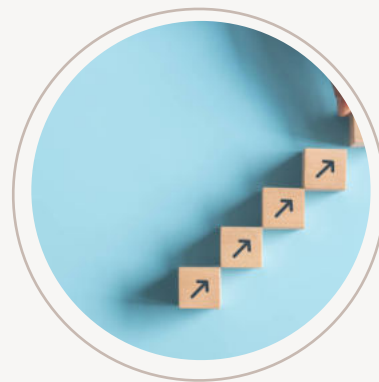
**LETZ RETAIL** training materials, the **level 5 of the European Qualifications Framework** was maintained as a consistent factor in the training content. Learning outcomes are based on the EQF, so that the LETZ RETAIL target group achieves EQF 5 level knowledge, skills and attitude.



## **Knowledge**

*Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge*

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## **Skills**

*A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems*

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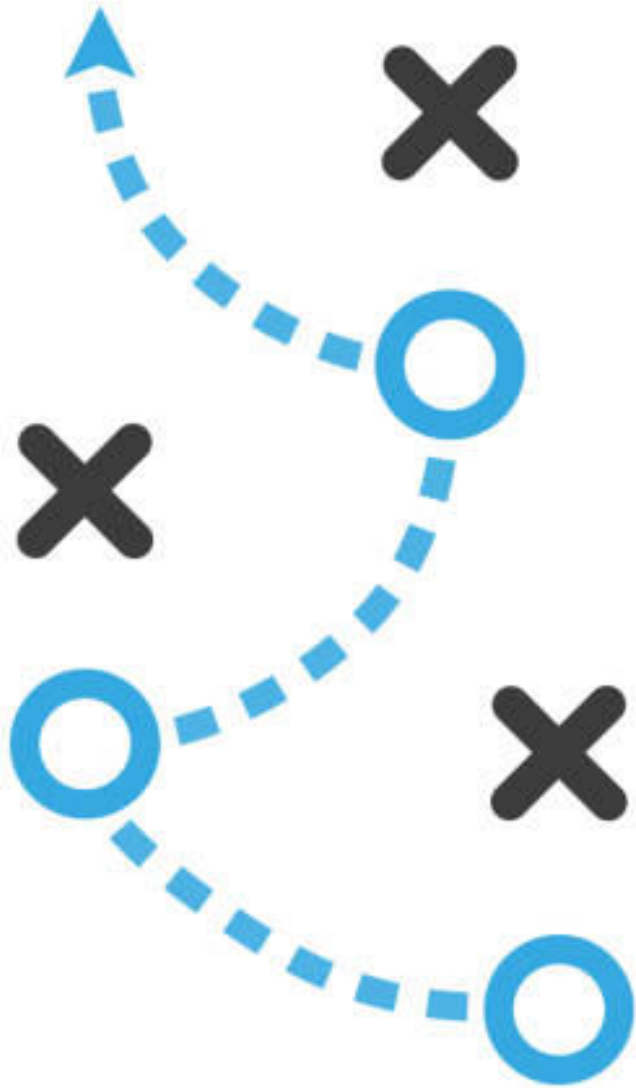


## **Attitude**

*Exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others*

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# European Framework for Quality Assurance in Vocational Education and Training



**European Framework for Quality Assurance in Vocational Education and Training (EQAVET)** is a European wide framework to support quality assurance in vocational education and training (VET).

By working collaboratively, the EQAVET network produces case studies and guidance on different ways to develop and improve the quality assurance of VET.

The EQAVET Framework is used in national quality assurance systems, for both initial and continuing vocational education and training; it covers vocational education and training in all learning environments (such as school-based provision and work-based learning, including apprenticeship schemes) and all learning types (digital, face-to-face or blended), delivered by both public and private providers, and is underpinned by a set of indicative descriptors and common reference indicators for quality assurance in vocational education and training applied both at system and provider level, according to national context.

LETZ RETAIL has met a number of EQAVET Framework quality criteria (as described in Annex II of the

Council Recommendation of 24/11/2020 on vocational education and training (VET) for sustainable competitiveness, social fairness and resilience): consultation with local stakeholders took place in order to identify specific needs of the target group, the developed learning programme uses a learner-centered approach and enables learners to meet the expected learning outcomes and become involved in the learning process, the project promotes innovation in teaching and learning methods, etc.

# CONCLUDING REMARKS

The economic crisis of the last years, topped by the COVID-19 crisis, has put additional strain on small commerce and retail, which has led to the closure of many businesses in areas which were once the commercial centre of the town or neighbourhood. The LETZ RETAIL project, enabled with the support of Erasmus+, offers support to small businesses affected by the crisis, through a possibility to acquire knowledge and skills that are important to their survival, competitiveness and growth.

Small business owners and managers, especially those in crisis-affected areas or business sectors, may need encouragement and motivation to join any learning programme. Have a look at the following resources to get some ideas on motivation of adult learners:

\* Breaking the Code: What Motivates Adult Learners?

<https://www.shiftelearning.com/blog/what-motivates-adult-learners>

\* The Psychology of Self-motivation

<https://www.youtube.com/watch?v=7sxpKhIbr0E>

LETZ RETAIL learning programme is tailored for owners, managers and self-employed persons of small retail, commerce, hospitality, and cultural/creative businesses in commercial areas in decay (or at risk of). Nevertheless, the learning methodology and contents is flexible, modular and transferrable to various learning settings. (VET) trainers and education/ training organisations are invited to consider integrating LETZ RETAIL into their training programmes addressed not only to the direct target group of LETZ RETAIL, but also to students and learners from other sectors of economy.

The underlying focus of LETZ RETAIL on sustainability and green and circular economy, is expected to inspire the existing and potential entrepreneurs to explore the opportunity to co-work, co-create and co-design innovative environment-friendly solutions for a modern customer, join forces to embrace this trend that favours responsible living, and create sustainable and competitive businesses.

Trainers and training/ education organisations are invited to explore and use the learning materials and online space created by LETZ RETAIL, contribute to spreading the knowledge and co-work in creating learning opportunities that support and inspire responsible businesses and communities.







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