

# NACS College Store Competency Model

*The green shaded areas represent the Threshold-level KSA—marked for easy identification.*

## RETAILING (R)

Sub-category	Knowledge Base, Skill Set, or Ability Objectives	Experience Level(s)
R.A. General Understanding of Retailing	R.A.1. Articulate basic retailing terminology and measurements: --Reference <a href="#">Retailing Glossary</a> --Reference <a href="#">Benchmark Overview</a> R.A.2. Identify retail categories (e.g. <a href="#">NAICS Definition of Retail Categories</a> ) R.A.3. Identify legislation that affects collegiate retailing (e.g. sales tax, FOIA) R.A.4. Recognize trends and external forces impacting general retailing	Threshold
R.B. Retail Strategy	R.B.1. Understand and apply a realistic vision and mission for the store as a retailer and/or for the merchandise mix R.B.2. Establish retail plan for the college store in the following areas: --Market performance --Personnel --Financial performance -- <a href="#">Retail Technologies</a> --Campus and community objectives --Goals and benchmarks	Threshold
	R.B.3. Identify and build competitive advantage: --Local independent retailers --Mainstream retailers --Online retailers R.B.4. Plan and implement growth strategies	Intermediate Advanced
R.C. Customer Service	R.C.1. Understand unique needs and service expectations of college store customers R.C.2. Manage difficult customers and situations R.C.3. Be knowledgeable with complaint resolution guidelines R.C.4. Initiate customer service training R.C.5. Know how to assist customers with special needs and/or accommodations R.C.6. Communicate customer service promise R.C.7. Be knowledgeable of campus and community events	Threshold
	R.C.8. Establish customer service strategies including service standards and practices R.C.9. Build customer loyalty strategies	Intermediate Advanced

	<p>R.C.10. Evaluate quality of customer service experience:</p> <ul style="list-style-type: none"> <li>--Secret shopper</li> <li>--Focus groups</li> <li>--Satisfaction surveys</li> <li>--Exit interviews</li> </ul>	
R.D. Visual Merchandising	<p>R.D.1. Recognize elements of visual merchandising:</p> <ul style="list-style-type: none"> <li>--Color and texture</li> <li>--Line and composition</li> <li>--Lighting</li> </ul> <p>R.D.2. Describe and demonstrate use of relevant visual merchandising standards and guidelines</p> <p>R.D.3. Correlate the role of and use visual merchandising principle in conjunction with store layout</p> <p>R.D.4. Use suitable retail terminology for visual merchandising and in-store marketing</p> <p>R.D.5. Recognize various in-store marketing elements</p> <p>R.D.6. Prioritize and implement retail store maintenance practices</p> <p>R.D.7. Identify, analyze, and evaluate permanent product placement and presentation in retail</p> <p>R.D.8. Identify and be able to use appropriate retail fixtures and fittings for various products</p> <p>R.D.9. Apply effective sign usage for retail</p> <p>R.D.10. Maximize effectiveness of store lighting</p>	Threshold Intermediate
	<p>R.D.11. Manage relevant visual merchandising standards and guidelines in accordance to store and campus brand</p> <p>R.D.12. Evaluate visual merchandising efforts in regards to the store's appearance and brand identity</p>	Intermediate Advanced
R.E. Promotion	<p>R.E.1. Describe of how props, promotions, and signage enhance sales</p> <p>R.E.2. Arrange POP displays in appropriate areas</p> <p>R.E.3. Recognize how events can increase traffic and sales (e.g., fashion shows)</p> <p>R.E.4. Knowledge of how important social media can be to promote events</p>	Threshold Intermediate
	R.E.5 Plan and execute special events (e.g. special customer night, author signing)	Intermediate Advanced
R.F. Retail Selling	<p>R.F.1. Greet customer to establish relationship:</p> <ul style="list-style-type: none"> <li>-- Read body language to understand customer's desire to engage with you</li> <li>-- Provide an affirmative statement (i.e. "Let me know how I can help you.")</li> </ul> <p>R.F.2. Walk customer to desired product area</p> <p>R.F.3. Conduct a handselling presentation:</p> <ul style="list-style-type: none"> <li>-- Ask probing questions to understand customer wants</li> <li>-- Be knowledge about product</li> <li>-- Physically place product in customer's hand</li> </ul>	Threshold

	<ul style="list-style-type: none"> <li>--Point out additional items that "add value" to the customers' purchase</li> </ul> <p>R.F.4. Close the sale:</p> <ul style="list-style-type: none"> <li>--Ask for commitment to buy</li> <li>--Offer to hold items at cash wrap to allow customer to continue shopping</li> <li>--Walk customer to cash wrap</li> </ul> <p>R.F.5. Thank customer for the sale</p>	
R.G. Know Customer Needs/Wants	<p>R.G.1 Partner with campus and community associates to provide support for their events</p> <p>R.G.2. Understand customer buying behavior:</p> <ul style="list-style-type: none"> <li>--Determine store customer demographics (i.e. student, faculty, alumni, staff, administration, community)</li> <li>--Follow trends (i.e. industry, mainstream retail, blogs, <a href="#">Student Watch</a>)</li> <li>--Willingness to accept change by being adoptable to trends</li> </ul>	Threshold
	<p>R.G.3. Understand, create, and implement customer relationship management (CRM) program:</p> <ul style="list-style-type: none"> <li>--Collecting customer data</li> <li>--Utilizing customer data to target customers</li> </ul>	Intermediate Advanced
R.H. Planning Merchandise Assortments	<p>R.H.1. Plan assortments and organize buying according to category</p> <p>R.H.2. Set financial objectives for merchandise plan</p> <p>R.H.3. Plan budget for fashion merchandise</p> <p>R.H.4. Forecast sales for non-textbook categories</p> <p>R.H.5. Know current product categories:</p> <ul style="list-style-type: none"> <li>--Apparel/Fashion merchandise</li> <li>--Computer Hardware/Software (i.e. product mix, outsourcing, and software licensing)</li> <li>--General merchandise</li> <li>--General/trade books</li> <li>--Greek/Fraternal</li> <li>--Health and beauty</li> <li>--Insignia/gift items</li> <li>--Medical supplies</li> <li>--Movies/DVDs</li> <li>--Music/CDs</li> <li>--Office/School supplies</li> </ul> <p>R.H.6. Analyze performance of merchandise</p>	Threshold Intermediate

R.I. Buying Merchandise	<p>R.I.1. Establish a base of knowledge in supply chain management</p> <p>R.I.2. Define and manage existing SKUs</p> <p>R.I.3. Analyze store's sales history</p> <p>R.I.4. Create relationships with:</p> <ul style="list-style-type: none"> <li>--Buying groups</li> <li>--Vendors</li> <li>--Peers</li> </ul> <p>R.I.5. Adhere to business and buying ethics and the <a href="#">NACS Code of Buying Ethics</a></p> <p>R.I.6. Take advantage of benefits gained by negotiating with vendors</p> <p>R.I.7. Place Orders:</p> <ul style="list-style-type: none"> <li>--Understand Open-to-buy Methodology</li> <li>--Buy staple merchandise</li> <li>--Follow current ordering and logistics processes</li> </ul> <p>R.I.8. Prepare for special marketing, campus, and community events</p> <p>R.I.9. Plan for future buys</p> <ul style="list-style-type: none"> <li>--Create projections for future buys</li> <li>--Revise buy plans accordingly</li> <li>--Analyze increasing or decreasing number of SKU to quantity in each SKU</li> </ul>	Threshold Intermediate
	<p>R.I.10. Explore collegiate licensing (e.g. <a href="#">Licensing Resource Group</a>)</p> <p>R.I.11. Analyze, revise, and monitor ordering and logistics processes</p>	Intermediate Advanced
R.J. Pricing	<p>R.J.1. Recognize the basic retail pricing components:</p> <ul style="list-style-type: none"> <li>--Cost</li> <li>--Variable expenses</li> <li>--Price adjustments</li> <li>--Markdowns</li> </ul>	Threshold
	<p>R.J.2. Demonstrate and be able to implement various price setting strategies:</p> <ul style="list-style-type: none"> <li>--Everyday low (discount)</li> <li>--High/Low</li> <li>--Cost-plus</li> <li>--Market-oriented</li> <li>--Keystone</li> <li>--Product life-cycle</li> <li>--Competitive</li> <li>--Freemium</li> <li>--Odd-pricing</li> </ul>	Intermediate
R.K. Inventory Control and Management	<p>R.K.1. Verbalize and use the following:</p> <ul style="list-style-type: none"> <li>--Open-to-Buy</li> <li>--Receiving&gt;Returns</li> <li>--Front of store operations including accuracy and maintenance</li> </ul>	Threshold Intermediate

	R.K.2. Explain the impact to operational expenses of poor inventory control process	
	R.K.3. Analyze Cost of Goods Sold (COGS ) R.K.4. Establish Return on Investment (ROI) criteria for inventory controls	Advanced
R.L. Advertising	R.L.1. Show the nature of advertising in the college store and the different methods R.L.2. Develop and implement an advertising calendar R.L.3. Understand the changing nature of advertising in today's college store market R.L.4. Build relationships with customers to get repeat business R.L.5. Communicate a commitment to the customer	Threshold Intermediate
	R.L.6. Develop a store brand image R.L.7. Use social media as an effective advertising tool	Intermediate Advanced
R.M. Retailing Technologies	R.M.1. Define advantages and struggles of reliance on technology --Specifically include a cost/benefit model R.M.2. Evaluate POS systems --Research challenges of new implementation or existing POS updates R.M.3. Find example(s) of effective use of text database management in a retail environment R.M.4. Evaluate strengths and weaknesses of existing store website R.M.5. Define advantages of maintaining strong vendor relationships and what makes a mutually beneficial relationship R.M.6. Examine customer service challenges of integrated store systems	Intermediate Advanced
R.N. Multi-channel Retailing	R.N.1. List types of retail channels for the college store R.N.2. Examine a case study of a store using retail technologies --Evaluate the success or failure of electronic efforts R.N.3. Define conditions that would foster or prevent electronic retailing	Threshold Intermediate
R.P. Online Retailing	R.P.1. Recognize the basics of online retailing --Design --Branding --Information load --Customer needs & expectations --User interface R.P.2. Explore online pricing strategies R.P.3. Categorize a merchandise/product online mix --Online exclusive R.P.4. Practice a variety of fulfillment options --Downloading --Drop Shop --In-store pickup --Printing --Shipping --Dorm delivery	Threshold

	<ul style="list-style-type: none"> <li>--Will call</li> <li>R.P.5. Monitor online retailing fraud, security, and privacy issues</li> <li>R.P.6. Promote online and Brick-n-Mortar synergies</li> </ul>	
	<ul style="list-style-type: none"> <li>R.P.7. Manage integration with POS</li> <li>R.P.8. Establish search engine optimization</li> <li>R.P.9. Assess conversion rate principles</li> <li>R.P.10. Describe PCI Compliance regulations</li> <li>R.P.11. Investigate activities to improve conversion rate</li> <li>R.P.12. Apply search engine optimization practices</li> </ul>	Intermediate
	<ul style="list-style-type: none"> <li>R.P.13. Manage PCI Compliance regulations with campus partners</li> <li>R.P.14. Direct search engine optimization efforts</li> </ul>	Advance
R.P. Retailing Services	<ul style="list-style-type: none"> <li>R P.1.Consider/implement additional college store retailing services, e.g.: <ul style="list-style-type: none"> <li>--Balloons</li> <li>--Campus deliveries</li> <li>--Candy, snacks and drinks</li> <li>--Faxing</li> <li>--Copies</li> <li>--Concessions</li> <li>--Off-site sales (book signings)</li> <li>--Store generated special events</li> </ul> </li> </ul>	Threshold
	<ul style="list-style-type: none"> <li>R.P.2.Consider/implement additional college store retailing services, e.g.: <ul style="list-style-type: none"> <li>--Vending Machines</li> <li>--Special Orders</li> <li>--Inkjet Refills</li> <li>--Matting and framing</li> <li>--Textbook reservations</li> <li>--Buyback</li> </ul> </li> <li>R.P.3. Consider/implement convenience store operation <ul style="list-style-type: none"> <li>--Food Carts at remote campus locations</li> <li>--Snack Bar</li> </ul> </li> <li>R.P.4. Consider/implement copyright and custom publishing</li> <li>R.O.5. Consider/implement rental programs: <ul style="list-style-type: none"> <li>--Textbooks</li> <li>--Laptops/tablets</li> <li>--Cap and Gown</li> </ul> </li> <li>R.O.6. Consider/implement store-supported college services: <ul style="list-style-type: none"> <li>--Grad Fairs</li> </ul> </li> </ul>	Intermediate Advanced

	--College Ring Program --Commencement	
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