



Testing and Implementing EQF-Principles in Trade Organizations and Education

## Final Report

**“Researching trade occupations  
from a labour market point of view”**



July 2010

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## Colophon

### Testing and Implementing EQF-Principles in Trade Organizations and Education

Final report for Work package 2:

"Researching trade occupations from a labour market point of view."

The final report has been developed by:

*Bildungszentrum des Sächsischen Handels (BZSH), Germany*

and

*Kenniscentrum Handel (KCH), The Netherlands*

The final report for Work Package 2: "Researching trade occupations from a labour market point of view" contains an overview of the methods used and the results of the first phase of the European Project "TIPTOE" supported under the Leonardo da Vinci "Transfer of Innovation" programme 2007 - 2013 of the European Commission.

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#### **Publishing organisation:**

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#### **Managing editor & design:**

P. van den Bosch, EVTA (BE)

#### **Technical editing:**

C. Fröhlich, BZSH (DE)

H. Agterbos, KCH (NL)

#### **Coordinator:**

R. van Wezel, KCH (NL)

#### **Production:**

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# 1 Introduction

This document contains the final report for the TIPTOE-Work Package 2: Researching trade occupations from a labour market point of view.

## **Aims of Work Package 2**

The main goal is to get a clear picture of the real contents of the occupational field in the trade sector in Europe. The TIPTOE partnership is keen to get a grip on the real properties of the knowledge, skills and competences that workers in the sector, from the viewpoint of employers and umbrella-organizations as well as from the viewpoint of the actual workers themselves.

## **Main activities of Work Package 2**

- 2.1 Desk research on national/regional trade occupations  
Partners study different information sources of occupational information, such as job vacancy adverts, job profiles from companies, and – if available – standard occupational profiles.
- 2.2 interviews with stakeholders (entrepreneurs, employees) to identify main occupations, (future) qualifications, levels of occupations, broad competences, KSC-items
- 2.3 analysis of KSC-items in the trade occupations
- 2.4 survey among trade organisations to get agreement on KSC-analysis
- 2.5 research report

## **Partners involved**

WP2 was coordinated by P1: Bildungszentrum des Sächsischen Handels (BZSH).  
The other partners involved were:

- KCH (NL): Centre of expertise for vocational training in the trade sector;
- QA (LT): Qualification Authority under the Government of Lithuania;
- EDEXCEL (UK): Provider of internationally recognized qualifications;
- CECOIA (PT) Vocational training centre for the trade sector;
- AGEFA PME (FR) Provider of training and workplacements for SMEs;
- CPI (SI) National institute for vocation education and training;
- CPV (IT) Veneto productivity centre;

This means WP2 of the TIPTOE-project will yield the results of trade occupations from 8 different countries: France, Germany, Italy, Lithuania, the Netherlands, Portugal, Slovenia and the United Kingdom.

## **Agreements made by the project partners:**

- The TIPTOE project will concentrate on 4 occupations in the trade sector: 2 from the retail sector, and 2 from the wholesale sector. These are:

### *Retail*

- Shop assistant / Sales associate / Sales person / Sales assistant
- Shop manager

### *Wholesale*

- Logistics assistant / Stock clerk / Warehouse assistant
- Logistics supervisor / Warehouse manager

- For each occupation 4 interviews will be held. This means that each partner involved will deliver 16 interview transcriptions in total.
- The interviews are the basis for the KSC-profile for the occupations.

- For the final profile the KSC-format (following EQF-principles) was used. This format was agreed upon in the kick-off meeting.
- The profile format was designed to assign KSC to core activities of an occupation. But the format was open to include subtasks.
- The national profiles content 6 core activities, and no more than 4 subtasks per core activity. Each activity (and/or task) is divided into KSC-items, that is: Knowledge, Skills and Competences
- WP2 consists of five sub-activities:
  1. interviews
  2. desk research;
  3. profile construction;
  4. validation;
  5. final profile.

### ***Expected results of WP2***

The essential results of WP2 will serve as input to WP3. In this sense the main result of WP2 are the national occupational profiles (OPs) for the four selected occupations from the trade sector, for each of the partner countries, described into the KSC-format, validated and appointed to an EQF-level.

Since the complete package of results of all the (intermediate as well as final) results of Work package 2 is so massive, that it would lead to a very voluminous report, we felt obliged to confine this report to the essential findings only. Therefore, in this final report of WP2, you'll find the following elements:

- Working methods of WP2
- Results, including
  - a general overview of the trade sector
  - an overview of trade occupations and job titles
  - the (adapted) national profiles in KSC-format for each occupation, for each partner
  - the assignment of EQF-levels to the profiles, for each partner
- Conclusions

In addition the report contains specific results (at least as overviews) from

- Desk research (Annex A)
- Interviews (Annex B)

For all the complete package of all the detailed results (e.g. the national profiles), we refer to the TIPTOE website, [www.eqfcommerce.eu](http://www.eqfcommerce.eu), on which all documents are posted.

## 2 Working methods of WP2

In order to facilitate the partners and ensure that the Work Package leads to comparable results, e.g. occupational profiles for the trade sector, working methods have been developed by the leader of the Work Package, BZSH, in close cooperation with the project coordinator KCH, and presented to the partnership in a working guideline document. This working guideline for WP2 has been delivered in two phases. The first phase concerned the first three activities of the WP, respectively Desk research, Interviews and Construction of draft profiles. The provisional results of these activities were discussed in the second meeting in Lithuania, April 2009. In addition a working method for the second phase of WP2 was developed and discussed in this meeting. The second phase consisted of adapting the draft profiles, conducting the survey and getting the profiles validated by the respective national authorities / sector representatives.

### 2.1 Activity 1: Desk research

Occupations are usually presented in many ways; that is, companies use different job titles to designate the same job, different terms for the same activities or assign different types of activities to the same function. To get a first impression of the sector – especially for the project partners who aren't involved in the sector – it was a good way to start with desk research.

To investigate occupations, it was a good thing to start from nearly scratch. We started with a blank mind, we only indicated the range of jobs, responsibilities, tasks that make up the occupations that we were looking for. From there – a global view of the range of tasks and responsibilities – TIPTOE will question those directly involved: the workers and their managers/employers, to get a closer look on the most important, needed and desired knowledge, skills and competences in the trade sector in the 8 partner countries.

#### **Methods used**

We started with the collecting of information from different sources related to the *real* labour market, e.g. companies, newspapers, websites, labour organizations, employers organizations, labour market organizations – on real jobs, positions or functions. Sources of information we used:

- Job vacancy advertisements
- Company-specific job descriptions / function profiles
- General Job descriptions or Occupational Profiles (e.g. from employer organizations or trade unions, used for Collective Labour Agreements)
- Job descriptions used as a basis for educational programmes or qualifications.
- Other informative materials, such as sector studies, surveys, databases.

Every partner made use of their own network and information systems for gathering information. Annex A presents an overview of the resources, which each partner used for their desk research.

For judging the information by the partners, it was important that the partners knew the used names of the occupations in their own country. It was also necessary to keep in mind the importance of judging the resources and data on reliability and validity, because conclusions can not rely on a single piece of information. For that reason, it was important to conduct interviews to validate the information from the desk research.

The data from the desk research were the starting point of the interviews. The analysis of these information sources gave us a raw impression of the most important features and requirements of the occupations at hand. From these sources, we get a first idea about



the ways to define the strategy for Activity 2, the interviews. In a later stage, i.e. after the interviews, we used the same sources information to finetune the answers we got from the companies and to place them into the right context, in order to translate the interview-answers into our KSC-format for the Occupational Competence Profile for every country.

## **2.2 Activity 2: Interviews with stakeholders**

TIPTOE aims at getting the most complete view of the trade sector as possible. Of course, this is quite difficult, with only four occupations and four interviews per occupation. But we have tried to get a nearly complete picture of the four investigated occupations.

### ***Which companies have we asked?***

The problem was to find – for each country, for each occupation – a good mix of SMEs as well as Large Enterprises. It was not easy to reach that aim in each country because the structure of the retail trade is very different.

This was the reason that the integration of a wide range of several assortments / line of business was not easy for every partner. Nevertheless we have got a good basis to collect a lot of information and to make conclusions based on that data. Additionally there are existing different levels of service and quality in the lines of business.

Annex B will show the overview of the interviews per country.

### ***Which persons have we asked?***

We tried to ask the best informed persons in the companies. Usually they worked in management and HR-department. In fact we interviewed persons, which were closest to the occupation we wanted to get information about.

We decided that for each occupation, we have to conduct at least 4 interviews. To get a clear view of the occupation, it was necessary to include the view of management in one hand and the view of the workforce in the other. To avoid the situation, to get a wrong point of view, we interviewed both persons. We've got the experience, that it is often the case that workforce staff has different opinions on what is needed for their work. So, for validation reasons, we decided to interview at least one person on the workforce level and 4 managers.

### ***What have we asked?***

It was important that we don't ask directly what knowledge, skills and competences are the basis to do the job. For us it was clear that there are many different meanings of those terms. Thus we had to find a proper way to get the right (expected) information.

Finally, it depended on the respective partner to choose the right questions within the interviews. The information of activity 1 forms the basis for the interview formats.

## **2.3 Activity 3: Construction of the occupational profiles using KSC**

For the construction of the profiles we have integrated the answers we have got from the interviews into the KSC-format. For each occupation every partner filled out one KSC-format

### ***Way of working to construct draft profiles***

To construct the draft profiles we used a format template with all subtask assigned to the respective Knowledge, Skills and Competences-items of each occupation. We have copied the items separately from the interview-notes into the format.

Then it was easier to compare and integrate answers, if necessary. With respect to the Competences, we used the information from the interview-notes from the questions on Responsibilities and Autonomy.

On the last page of the format (the grey one), we put information which seemed relevant, but which we couldn't allocate to the existing fields (Knowledge, Skills and Competences).

In the Lithuanian meeting (second meeting), the draft profiles of some partners were compared. It was concluded that comparisons were difficult to make, because project partners used different formulations. A few suggestions were made to enhance comparability between the national profiles. These suggestions were presented as general comments to the draft profiles. Partners were supposed to adapt their draft profiles according to these comments. After that, the definitive profiles would be subject to a survey by sector representatives, e.g. companies (see Activity 4).

Some difficulties in the process:

- Summarizing of the parts Responsibility, Autonomy and Assessment to the KSC-part 'Competences' was not always possible. The distinction of main tasks, subtasks and skills within the interview-format was not always clear.
- Some interviewees were not familiar with this methodology of job description and especially with the EQF-concepts of KSC.

## **2.4 Activity 4: Agreement and validation of the occupational profiles**

### ***The Scoring method***

To get an agreement of the draft KSC-profiles a survey was carried out. The basis of the survey was the profile each partner has constructed. Thus, each item of the profile was being questioned for importance. The questioned persons should indicate the level of importance (on a 4-point scale) for each item with respect to the profile at hand. With the results of the survey, we were able to decide whether an item should be included in the definitive profile or not.

The survey format was prepared, but had to be completed by the project partners themselves with respect to the contents of the different profiles. So, for each profile, we had to fill out a separate survey format.

### ***Way of working***

#### ***Preparations:***

For each profile, we had to prepare a separate format. With help of "Copy and paste" we transferred the tables from the draft profiles into the survey format.

In addition we had to fill out the grey table cells on the first pages and to insert the Description of the Occupation.

#### ***Data-collection:***

The next step was to select the companies (addresses, contact persons) which were to be integrated to the surveys. It had to be other companies than the ones interviewed in WP2.2.

For each profile it was necessary to find enough companies in order to get results back from at least 5 companies per profile.

We sent the surveys to the companies and after a couple of days we sent a reminder if we had not heard from them.

#### ***Data-analysis:***

We have calculated the average score for each item of all received survey formats and entered these results in an empty format.

#### ***Construction of definitive profile:***

On the basis of the average score per item which resulted from the survey, we decided for each item, whether it should be included in the definitive profile or not. Items with a score below 2 were deleted from the profile. Because some items had an average nearly 2 we

had to discuss what we had to do in this case. Finally the decision was depended on the respective partner. Also the discussions with the strategic partners were helpful for the decisions. At the end we had to delete the scoring columns from the profile format.

After the profile was constructed, we allocated an EQF-level to the profile by each partner. During the project meeting in Lithuania, the exercise on referencing occupational profiles to the EQF-level was made. For this exercise, the French and the German occupational profiles of the Sales assistant was selected.

The objective of this exercise was twofold:

- to see in which way the same occupational profiles would be allocated to the same EQF levels by the partners;
- to see if one “best” method to carry out the allocation of profiles to EQF levels can be defined;

***Observations on the referencing outcomes:***

- The same profiles were referenced by the partners differently;
- Both profiles were describing the sales assistant, but seems to be described at different EQF levels.

For example:

- the French profile was referenced to EQF level 2-3;
- the German profile was referenced to EQF level 3-(4);

***Conclusion:***

It seemed that both the method of referencing and the way of describing the competence profiles had influence on the referencing outcome.

Observations on the referencing method:

Different ways of referencing were tested during this exercise:

- “horizontal”: referencing per core activity;
- “vertical”: referencing per column of K, S, C;
- “per box”: referencing of each K,S,C aspect per activity;
- Based on the description of the competence profile;

Table 1 on the following page shows the tested methodologies, and their advantages and limitations, as shown by the tests.

***Observations on the referencing process:***

- The job description should give a first idea of the EQF level. This was not the case in both profiles;
- It seemed that the level of details in the profile had influence on the referencing outcome (more details lead to higher levels);
- The KSC are often very focused on content and not on the level of performance, which makes the referencing more difficult (EQF descriptors include also level of performance);
- Sectoral or branche specific requirements are not taken into account in the profiles. This could be a problem with the referencing process (for example, a sales talk could be at a higher EQF level for a fashion sales assistant than for a sales assistant in the super market)

**Table 1: Experiences from the tests of referencing methodologies**

Methododology	advantage	limitation
horizontal approach (referencing the core task as whole)	<ul style="list-style-type: none"> <li>▪ “content” wise referencing;</li> <li>▪ All the aspects of the core task are kept as a “whole”;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ignoring that some core tasks are more focused on performance than on knowledge (or vice versa);</li> <li>▪ Branche specific conditions will in this case not be taken into account;</li> <li>▪ Too much simplification</li> </ul>
vertical approach (referencing the K,S,C per core task as a whole)	<ul style="list-style-type: none"> <li>▪ Easier to match;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assumption the level of performance per K,S,C is the same for each core task (ignoring the content/ the core activities);</li> <li>▪ Too much simplification</li> </ul>
referencing per box	<ul style="list-style-type: none"> <li>▪ Clear picture of the entire profile;</li> <li>▪ Accurate referencing;</li> </ul>	<ul style="list-style-type: none"> <li>▪ The level of details often influences the outcome (be aware of “false accuracy”);</li> <li>▪ How to deal with very “spiky” profiles, with a lot of differences in EQF levels within one profile;</li> </ul>
referencing the job description	<ul style="list-style-type: none"> <li>▪ Easy to match</li> <li>▪ Clear first impression</li> </ul>	<ul style="list-style-type: none"> <li>▪ As the only indicator, it is not accurate enough.</li> </ul>

*Conclusions/ recommendations on the referencing process:*

- Describing the profiles in terms of KSC, using the terminology of the EQF descriptors will lead to the best fit;
- The job description should give a first indication of the EQF level, so include the level of performance (indicated in the EQF descriptors) in this description;
- When using the EQF as the reference, the “discriminating” aspects between the levels have to be taken into account. For example, what makes the difference in knowledge between level 2 and 3 and 4, only then you can make sure that the rating is not under or over estimated. The level of performance or the extensiveness of the knowledge are often good indicators;
- In case of designing and offering individual pathways for students (and in case of referencing non/informal competences with an EQF level), it is important to have an indication of the EQF level of each core task;
- The methodology for the best fit, would probably lie in a combination of referencing the job description with the “box” approach at the level of core activities (not more detailed level);

*Proposal for a referencing method (to be tested and practiced more in detail):*

1. Take the job description as a first indicator for the EQF level;
2. Check on KSC level the EQF level of the core tasks. (Sub tasks and individual criteria of the sub tasks will make the referencing process more complex, but not more accurate);
3. Take into account eventually specific branche or sectoral conditions. This can also help the referencing process when some core tasks are rated with different EQF levels (importance of a core task can differ from branche to branche and cannot be stated generally).

Every partner allocated an EQF-level to the profiles for validation.

**Validation:**

The validation was a task of the strategic partners. For the partners who don't had an official strategic partner, it was a suggestion to find a national authority or employers' organization for the trade sector.

The strategic partner had to fill out the Declaration of Validation, to sign it and stamp it. For each profile we needed one Declaration of Validation.

### 3 Results

The four activities described in Chapter 2 yielded the following results:

- a general overview of the trade sector
- a general overview of occupations and used job titles in the trade sector
- occupational profiles in KSC-format for the four selected trade occupations from each partner country

This chapter presents a summary of these results.

#### 3.1 General overview of the trade sector

In the scope of this project, TIPTOE, the trade sector entails retail and wholesale. In the Classification of Economic Activities in the European Community (NACE) the trade sector is part of the "distributive trades" (NACE section G), which is part of the non-financial business economy (also called 'real' economy as opposed to the largely virtual financial world). The distributive trades section (G) has three divisions: G50 Motor trades, G51 Wholesale and G52 Retail. Below we present statistical data pertaining to the G51 and G52 sections. The whole non-financial business economy (NACE C-I) represents 31.9% of all enterprises, that account for 21.1% of the total European economic output and for 25.3% of total employment. Table 2 shows the absolute figures for the most important economic indicators of the retail and wholesale trade sectors as well as percentages of total non-financial business economy.

**Table 2: Main economic indicators per sector (year 2006)**

EU27	turnover		value added		# enterprises		employment	
	billion €	%	billion €	%	x 1000	%	x 1000	%
<b>Retail</b>	2,273	10.2	418.4	7.4	3,797.4	xx	17,472.3	15%
<b>Wholesale</b>	4,603	20.6	518.8	9.2	1,729.2	xx	9,961.7	7%

#### **Retail (G52)**

Retail is defined as the resale of new and used goods, without transformation, to the general public for personal and household use and consumption. It also includes the repair of personal and household goods. The retail trade and repair sector contributes about 13% of the wealth generated (value added) within the category of non-financial services, and it is estimated that about 35% of all companies in the EU are retail companies, or companies with at least one retail branch. However, there are large differences between the European countries with respect to the importance of the sector for regional economies. While on average about 15% of the labour force works in retail, in some regions this mounts to more than 27%. Especially in touristic places and in very densely populated areas (e.g. capital regions), retail employs an important portion of the workforce. All in all, it can be concluded that in terms of money as well as in terms of employment, the retail trade sector is a very stable factor of importance for European economy. Within the non-financial business economy, it is the second largest sector in terms of turnover, number of enterprises and size of workforce. In terms of value added, retail trade is the fourth largest sector. Geographically speaking, retail trade is among the five largest economic sectors in every European region.

In terms of the sectoral structure, the retail sector is highly heterogeneous, with considerable differences between retailers, depending on the competitive strategies of firms and the subsector within they operate. Two activities dominate in the EU retail trade: retail sales in non-specialized stores, which include large-scale distribution outlets (supermarkets, hypermarkets); and other retail sales of new goods in specialized stores, which include specialized food shops (butcher shops, bakeries, etc.) and retailing of various categories of

non-food goods, such as textiles, furniture and household goods. These two activities together account for about 80% of retail turnover.

The structure and functioning of the sector varies greatly between countries, depending on the living standards, consumption patterns and purchasing habits of the population, as well as legal regulations dealing with competition, the size of firms, shop opening hours, consumer protection, etc. In general, countries in north-western Europe tend to have a lower number of retail businesses, due to better-developed, large-scale distribution and a more intensive concentration process over time. Southern European countries show a more traditionally organized retail sector, with a greater proportion of sales in specialized stores, especially with respect to food retail. Furthermore, since the mid-1990s, a rapid process of structural change has been underway in central and eastern Europe, with the large-scale entrance of large multinational retailers.

Small and medium-sized enterprises (hereafter SMEs) are often referred to as the backbone of the European economy, providing a potential source for jobs and economic growth. In the retail sector SMEs are traditionally well represented. About 70% of all companies in the retail sector are small (up to 10 employees). A lot of these small companies even consist of only the owner himself. Large enterprises, i.e. with 100 or more employees, constitute a very small percentage in the sector. However, in terms of economic significance the large company is important. The large companies employ almost half of all workers in the retail sector (48%). Small businesses (up to 10 employees) and medium-sized businesses (10 to 100 employees) both cover well over 25% of the total number of employees. The average size of enterprises, in terms of the number of people employed, has grown in most countries. This confirms the trend towards concentration into large-scale multinationals, non-specialized as well as specialized firms, such as IKEA (furniture), H&M (fashion), FNAC (books and media) and Saturn/MediaMarkt (consumer electronics). The sector has survived the recent financial and economical crises reasonably well, except for specialized stores in some product lines, such as furniture. It is foreseen that employment needs will grow again, and longterm job prospects in the sector will be good.

In all European countries the retail sector is very good represented on the political stage. This counts for both employers as well as for retail workers (trade unions). In most countries only one or two nationwide employers' organizations are active. In addition, specific SME associations exist in most countries. Finally, almost everywhere retailers are also organized in local and/or regional networks, which account for political representation on local/regional levels.

### **Wholesale (G51)**

Wholesale is defined as resale (sale without transformation) of new and used products carried out for own-account, which is the largest part, as well as on a fee or contract basis. Wholesale consists of selling to retailers or to industrial, commercial, institutional and professional users, e.g. not individual consumers. By most output measures the wholesale sector is one of the largest in the EU's non financial business economy. The wholesale sector represents 1.7 million enterprises in 2006, accounting for 20.6% of total non-financial business turnover. This high percentage reflects the nature of the sector, buying and reselling goods often in very large quantities. In terms of value added, the wholesale sector is the second most important in Europe (business services scores 15.8%).

However, this wholesale picture isn't complete. In terms of structural economic developments the wholesale sector is subject to big changes: its traditional position between producers and users is threatened by retailers who expand their business by arranging its own wholesale function (distribution centres) *and* by producers who start to sell their products directly to their customers, e.g. via specialized brand stores or large outlet centres near their production facilities. In addition, large transportation firms expand their business by delivering warehousing services to their customers, which traditionally is part of the wholesale sector.

Thus, due to this trend of diversification the wholesale sector presents a rather diffuse picture.

With respect to geographical differences, these are large in terms of turnover and value-added. Some countries rely heavily on the wholesale sector, such as the UK and the Netherlands (export sales alone accounts for 67% of GNP for the latter). In other countries, especially those without coastlines, the sector represents Furthermore, large differences are found in the product lines of the wholesale turnover. For instance, the importance of the wholesale of machinery, equipment and supplies ranges from less than 9% in Eastern Europe to over 25% in Ireland and the Netherlands, whereas the wholesale of consumer products peaked in Southern Europe with scores over 50% (EU average 40%). Agricultural wholesale is largest in France, 8.7%, which doubles the European average.

Geographical differences are small when it comes to company size, although the general European trends are followed. Generally, southern and eastern Europe have relatively more SMEs compared to the North-western countries, but the difference is smaller than in the retail sector. Also, the trend of company expansion is visible, but again, this effects the wholesale sector less than the retail sector. However, the earlier mentioned trend of diversification affects the wholesale sector all the more. Finally, the wholesale sector has suffered extremely from the recent financial and economical crises. Due to the cautious behaviour of banks when it comes to loans and insurance, the sector still feels the consequences. However, it is estimated that longterm prospects for employment are good.

The diffuse picture of the sector is reflected by its national representative powers. In some countries the sector's entrepreneurs are represented by more than one or two national associations. For instance, one organization is directed more at the transport and logistics sector, one represents export firms only and another is a general wholesalers' association. In addition, specialized organizations exist covering certain product lines, for instance Agriculture. Workers in the sector are usually better organized, since in most European countries subsector trade unions have merged into large economy-wide entities often with a political signature (e.g. christian or socialist).

### **3.2 Overview of trade occupations and job titles**

The results from desk research and the interviews show that the trade sector covers a wide range of occupations, for which even more different job titles are used.

Table 3 (next page) lists synonym job titles for the four selected occupations as well as any other mentioned job titles / occupations which are considered related to the occupation at hand. In addition to the job or occupation titles below, many companies use more general designations such as management versus non-management positions, or retail jobs or logistics positions.



**Table 3: Overview of job titles and related occupations for the selected occupations**

<b>Occupation</b>	<b>Synonym job titles</b>	<b>Related occupations / job titles</b>
Shop Assistant	Sales assistant Sales associate Sales person Shop consultant	Cashier Grocery clerk Sales representative Sales specialist Seller Shop assistant-consultant Stock clerk
Shop Manager	Branch manager Director of supermarket Manager compact store Manager fashion branch Manager shop-in-shop Manager supermarket Store manager Supermarket manager Supermarket director	Assistant manager supermarket Assistant shop manager Assistant store manager Department manager Entrepreneur Floor manager Franchiser Merchant Retailer Sales lead Sales manager Senior sales manager Shop administrator Shop owner Team leader sales Team leader check-out
Logistic Assistant	Goods receipt assistant Order picker Stock clerk Warehouse assistant Warehouseman	Accepter of waste products Assistant planner Coordinator of transport Transport management assistant Transport coordinator
Logistic Manager	Assistant warehouse manager Branch manager Head of the central warehouse Head of the warehouses and transport department Logistics analyst Logistics director Logistics supervisor	Department manager Entrepreneur Group leader logistics Logistics and warehouses division head Manager procurement & logistics dept. Merchant Planner Supply chain planner Support officer SAP-implementation Team leader logistics Warehouse manager Warehouse supervisor Warehouse team leader Wholesaler

### 3.3 Occupational profiles in KSC-format

The information from the desk research and interviews were put in a format and described in KSC-items. After each partner filled out this format, some adaptations had to be made after the second meeting in Lithuania. These adaptations were:

- KSC-items which were repeated on all subtasks, should be mentioned once, only with the core task.
- The EQF-descriptors should be used in the KSC-profiles.
- Some (sub)tasks consisting of two or more separate elements, should be formulated as separate (sub)tasks.

None of the partners had to adapt the draft profiles after the survey and for validating. Only one partner, Edexcel from the UK, didn't succeed to get the constructed profiles validated by the respective authorities (see Table 6).

After the activities of WP2, every partner has a national profile for the Shop Assistant, Shop Manager, Logistics Assistant and Logistics Manager. Tables 4a to 4d show overviews of the tasks of each profile, which are summarized below. The overviews show a large similarity in tasks and some deviations. Sometimes, these deviations are due to the way in which tasks have been described. A good interpretation (knowing the associated knowledge, skills and competences) is necessary to define these tasks.

#### ***Shop Assistant (Table 4a)***

For the Shop Assistant, all profiles have tasks concerning receiving and stocking merchandise/goods and selling, communicating with customers and providing services. Most of the profiles describes tasks about cashiering, displaying the merchandise and maintaining of the shop. Some profiles have tasks concerning working on complaints, preparing sale, handling documents, health and safety, and reporting.

#### ***Shop Manager (Table 4b)***

All profiles of the Shop Manager describe tasks concerning management of the staff and activities on sales, receiving merchandise, etc.: directing, controlling, leading, managing and supervising. Some Shop Managers also carry out these activities by themselves, other Shop Managers are only managing these activities. Other tasks in the profiles of the Shop Manager are implementing business policy, marketing measures and HR-policy, managing relationships, administration tasks and improving sales promotion. The described tasks in the profiles show a greater diversity than the tasks of the Shop Assistant.

#### ***Logistics Assistant (Table 4c)***

Receiving goods, storing goods and controlling stock/inventory, picking orders and shipping goods were tasks in almost all profiles. Some profiles describe tasks concerning registration and packing of goods. Some profiles name explicitly the cleaning of the warehouse, assisting in the management of warehouse functions and controlling of the quality and quantity of work in accordance with standards and other prescribed regulations.

#### ***Logistics Manager (Table 4d)***

The tasks described in the profiles of the Logistics Manager are about supervising, controlling, organizing and managing of the activities in the warehouse. There are no tasks described concerning the primary processes in the warehouse. Other tasks in some profiles are: implementing business policy, developing customer relations, sales, product management and developing logistical concepts.

Table 5 contains an overview of the EQF-levels that were allocated by the partners to each profile, and Table 6 lists the validating organizations for each partner and sector.

**Table 4a: Overview core tasks Shop Assistant**

<b>KCH (P0-NL)</b>	<b>BZSH (P2-DE)</b>	<b>QA (P3-LT)</b>	<b>EDEXCEL (P3-UK)</b>	<b>CECOA (P4-PT)</b>	<b>AGEFA PME (P5-FR)</b>	<b>CPI (P6-SI)</b>	<b>CPV (P7-IT)</b>
Receives and processes goods	Accepts goods and stores delivery	Takes care of customer service in the department	Customer service	Sells	Participates to products display	Conducts cashiering	Customer care/ service
Prepares and presents products and the shop for sales	Communication with customers	Manages department and replenishment	Sales	Maintains the shop area	Completes sales, returns and exchange transactions	Prepares merchandise	Operating the cash register and payments
Sells and provides service	Makes money and cashes up	Handles documents	Display/ merchandising	Prepares products preparation and exposition	Advices on customer oriented services	Receives merchandise	Restocking shelves
Concludes sales transactions	Works on complaints	Operates with cash-register	Health and safety	Manages stock	Contributes to stock management	Sells merchandise and retail services	
	Controls stock; takes inventory; pays attention to order and cleanness	Works in trade hall with customers	Reporting	Carries out the „Shop control“	Contributes to work environment management		
	Prepares goods for the sale, carries out pricing	Does shop area maintance					

**Table 4b: Overview core tasks Shop Manager**

<b>KCH (P0-NL)</b>	<b>BZSH (P2-DE)</b>	<b>QA (P3-LT)</b>	<b>EDEXCEL (P3-UK)</b>	<b>CECOA (P4-PT)</b>	<b>AGEFA PME (P5-FR)</b>	<b>CPI (P6-SI)</b>	<b>CPV (P7-IT)</b>
Implements and monitors company business policy	Communicates with customers	Manages sales process	Sales control	Manages HR	Plans, develops and evaluates sales and customer oriented activities	Orders merchandise	Leadership and staff management
Implements and monitors company HR policy	Plans and implements marketing measures	Organises and controls salespersons' work	Coordination and leadership of the staff	Manages stocks and purchases	Supervises staff management	Controls the preparation of merchandise for sale	Economic administration and accounting
Promotes sales	Leads and teaches staff; plans manpower	Sales promotion	Merchandise control	Accomplishes the commercial and financial management	Supervises stock management	Manages and adjusts activities in the shop	Relations with the company (orders, reporting, etc)
Directs and monitors goods processing and stock control	Performs business control	Manages shop's staff	Operational running of the shop	Manages the shop	Supervises administrative work and financial/shop performance reporting	Controls and sells merchandise and trade services	Relations with suppliers (general bills, cleaners, etc)
Directs sales activities	Carries out stock control and makes inventory	Organizes and controls work in the shop	Customer service	Manages relations with shopping centres administrations where shops are located	Coordinates work environment management	Manages prescribed documentation	
Directs cash register activities	Orders goods and checks goods quality	Prepares documents and reports		Supervises the selling activity	Develops customer relations and sustainability oriented activities	Communicates with co-workers, customers, suppliers and with other staff in working field	

**Table 4c: Overview core tasks Logistics Assistant**

<b>KCH (P0-NL)</b>	<b>BZSH (P2-DE)</b>	<b>QA (P3-LT)</b>	<b>EDEXCEL (P3-UK)</b>	<b>CECOA (P4-PT)</b>	<b>AGEFA PME (P5-FR)</b>	<b>CPI (P6-SI)</b>	<b>CPV (P7-IT)</b>
Receives goods	Receives goods	Acceptance of goods	Customer service	Receives the merchandise	Processes the incoming flow of goods	Reviews working environment and sets up appropriate working equipment	Receiving and quality check of the incoming material against the orders according to the guidelines and pre-established samples
Stores goods	Stores goods and cooperates with other areas	Assists in the management of warehousing functions	Stock control	Picks merchandise	Performs packaging, handling and storage operations	Takes over the goods	Registering the material in the database and labelling incoming materials according to the type of product (barcodes, if used)
Takes stock	Arranges and packs goods	Delivery of goods	General shop control	Packs and labels merchandise	Processes shipping activities	Stores goods	Positioning the material to the designated area in the stockroom and checking layout and stock. Keeping the warehouse in order.
Picks orders	Ship goods	Managing the process of goods transportation		Expedites merchandise	Contributes to work environment management	Controls the quality and quantity of work in accordance with standards and other prescribed regulations	Orders
Dispatches goods	Rearranges goods within the store by using store typical means of work			Cleans and stores the warehouse		Assess and registers special goods data various types of records	
	Controls inventory and goods and executes quality securing measures					Documents condition of the goods and manages obligatory registers	

**Table 4d: Overview core tasks Logistics Manager**

<b>KCH (P0-NL)</b>	<b>BZSH (P2-DE)</b>	<b>QA (P3-LT)</b>	<b>EDEXCEL (P3-UK)</b>	<b>CECOA P4-PT)</b>	<b>AGEFA PME (P5-FR)</b>	<b>CPI (P6-SI)</b>	<b>CPV (P7-IT)</b>
Implements and monitors warehouse business policy	Plans and realises the store exploitation	Manages the supply process	Customer service	Coordinates the merchandise reception activity	Coordinates and monitors the incoming/outcoming flows of goods	Organizes work in the warehouse and optimises human resources	Personnel management and coordination
Implements and monitors staff policy	Using team and project management, plans and uses staff	Manages inventories	Sales	Coordinates the picking activity	Coordinates work environment management	Supervises and facilitates work processes in the warehouse and manages prescribed administration	Receives incoming orders, relations with clients and passing the documentation to logistics assistants
Supervises and facilitates the logistic process	Plans routes and means for transportation	Manages the administration of logistics contracts	Product management	Coordinates the packing and labelling activity	Develops customer relations and sustainability oriented activities	Ensures optimal use of storage space and transport means and equipment	Checking the state of stock (material for production)
Directs logistics work activities	Finds out stock ratios and evaluates them; uses the controlling and quality management	Forms the budget of the department and monitors its execution	Stock management control	Elaborates inventories	Supervises administrative work and financial reporting	Ensures and improves the quality of working processes in the warehouse and of his/her own work	Overseeing the reception of incoming material or stock and outgoing orders
	Develops logistical concepts on the basis of strategic analyses; optimizes logistical processes	Manages human resource	Quality management	Coordinates warehouse activities	Supervises staff management		Overseeing following company procedures and documentation
	Controls and makes arrangements of the purchase	Accounts for the activity of the department	Staff management	Manages the customer relationship			Problem solving (unexpected issues) and tracing errors

**Table 5: EQF-levels per profile allocated by the partners**

<b>Partner</b>	<b>Shop Assistant</b>	<b>Shop Manager</b>	<b>Logistics Assistant</b>	<b>Logistics Manager</b>
KCH (P0-NL)	<b>3</b>	<b>4</b>	<b>2</b>	<b>4</b>
BZSH (P2-DE)	<b>3</b>	<b>4</b>	<b>2</b>	<b>4</b>
QA (P3-LT)	<b>3</b>	<b>5</b>	<b>3</b>	<b>5</b>
EDEXCEL (P3-UK)	<b>3</b>	<b>4</b>	<b>3</b>	<b>4</b>
CECOA (P4-PT)	<b>3</b>	<b>4</b>	<b>3</b>	<b>4</b>
AGEFA PME (P5-FR)	<b>3</b>	<b>5</b>	<b>3</b>	<b>5</b>
CPI (P6-SI)	<b>3</b>	<b>5</b>	<b>4</b>	<b>5</b>
CPV (P7-IT)	<b>3</b>	<b>4</b>	<b>3</b>	<b>3</b>

**Table 6: Validating organizations per partner and per sector**

Partner	Validating organization(s)	
	RETAIL	WHOLESALE
KCH (P0-NL)	<b>Hoofdbedrijfschap Detailhandel (HBD)</b> Dutch sector organization for retail; TIPTOE Strategic partner	<b>Stichting Opleidingsfonds Groothandel (SOG)</b> Dutch training fund for Wholesale; TIPTOE Strategic partner
BZSH (P2-DE)	<b>Handelsverband Sachsen e.V. (HVS)</b> Regional sector business organization, allied to the national Handelsverband Deutschland – Der Einzelhandel (HDE); TIPTOE Strategic partner	
QA (P3-LT)	<b>Lietuvos Prekybos Imonių Asociacija (LPIA)</b> National association of Lithuanian trade enterprises	
EDEXCEL (P3-UK) <sup>1</sup>	<b>Skillsmart Retail</b> Sector Skills Council for retail (national authority on retailers' skills needs and priorities)	<b>Skills for Logistics</b> Sector Skills Council for logistics (national authority on freight logistics industries' skills and productivity needs)
CECOA (P4-PT)	<b>Agência Nacional para a Qualificação (ANQ)</b> National Agency for Qualifications TIPTOE Strategic partner	
AGEFA PME (P5-FR) <sup>2</sup>	<b>L'Association de Gestion des Formations en Alternance pour les Petites et Moyennes Entreprises (AGEFA PME)</b> Association for the management of on-the-job training in SMEs; TIPTOE Project partner	
CPI (P6-SI)	<b>Gospodarska sbornica Slovenije – Center za Poslovno Usposabljanje (CPU)</b> Chamber of Commerce and Industry – Institute of Business Education; TIPTOE Strategic partner	
CPV (P7-IT)	<b>Ministerio dell'Istruzione, dell'Università e della Ricerca – Ufficio Scolastico Regionale per il Veneto (USR Veneto)</b> Ministry of Education, Regional Office for Veneto; TIPTOE Strategic partner	

<sup>1</sup> Edexcel contacted these authorities, but didn't receive validation for their profiles.

<sup>2</sup> Agefa Pme has validated their own profiles.



## 4 Conclusions

It is all about similarities and deviations...

The partners used different resources and processes to construct a national profile in a similar way. These different working methods lead to the same results with different difficulties „on the way“. Some of these difficulties are important to describe for understanding some choices were made in this workpackage and to learn from.

In general, it was no problem to interview the responsible manager (or HR-officer or training manager), but companies were very reluctant to give time and space to speak to the employees on the workfloor directly. It could be that interview results show what is thought to be important from a managerial point of view – which can be (somewhat) different with respect to the point of view of the person actually doing the job.

In some places, especially in the smaller shops with 3-5 workers, the descriptions of jobs are not available, but in the bigger shops they do have a logical structure of management and they have a system, which is the same at the main and branch offices. In the biggest shops job descriptions were going in one line with real work of the shop worker, so the job descriptions were not a formality but an important working document. Finally, it is noted that in larger companies the work activities on the operational as well as the managerial level are more specified, specialized and more constrained (less responsibility and freedom), since more activities (and results) are determined and/or executed by general company procedures or by the company's headquarters. Also, in some countries differences are noted between the food and nonfood sector, with regard to the processing of goods. There are also differences in terms of the expected knowledge, skills and competences concerning the size of the company (small companies = higher level of expectations).

In general it can be said that in retail there's a great focus on commercial behaviour and mindset: the financial result at the end of the day is the overall goal of all activities. Customer-contact is considered very important, so the interviews show also a focus on communication skills and a customer- and service-oriented attitude. For the manager, of course, managerial skills in several areas are mentioned often. Central issues in wholesale are especially the efficacy and efficiency of logistic processes from an operational point of view as well as – for the manager position – from a managerial point of view. For the manager, also commercial aspects are mentioned.

For constructing the national profile, it was not easy to summarize the interviews (to get an extract of the most important issues). It wasn't always possible to make a clear cut between "Main tasks", "Subtasks" and "Skills". Often it was a mix of these three issues (see example on the next table). In these cases, there is made a choice. These choices were also approved by validating the profiles.

Despite these difficulties, the occupational profiles are largely comparable. There's one big exception: the logistics manager. For this occupation, the picture is more diffuse – some countries describe profiles, which concentrate on warehousing sec, while other countries draw a picture with profiles including negotiating, drawing up contracts, customer acquisition, customer service and financial accounting. The differences between the countries' interpretations are also reflected in the assignment of EQF-levels to the Logistic Manager profiles. The EQF-levels range from 3 to 5.

CORE ACTIVITY / TASK	Skills or Subtasks? – only two examples!
Goods accepting and storing on delivery	<ul style="list-style-type: none"> <li>- check receipts of goods, recognize deviations and forwarding after operational regulations</li> <li>- Start measures, when missing deliveries are recognized</li> </ul>
Communication with customers	<ul style="list-style-type: none"> <li>- react to customer behaviors suitably</li> <li>- Use verbal and non-verbal communication forms within the sales talks</li> </ul>
Cash desk area and cashing up	<ul style="list-style-type: none"> <li>- fast and sure dealing with noncash payment transactions</li> <li>- making financial report, forwarding turnovers (takings) and bills</li> </ul>
Working on complaints	<ul style="list-style-type: none"> <li>- react to customer behaviours suitably</li> <li>- comply with expectations and requests of the customer</li> </ul>
Stock control, Inventory, order and cleanness	<ul style="list-style-type: none"> <li>- check inventory on quantity and quality</li> <li>- play a part in Inventories</li> </ul>
Preparing goods for the sale, pricing	<ul style="list-style-type: none"> <li>- presenting goods sales effectively, using decoration resources</li> <li>- pricing the goods with price etiquettes or pricing at the shelves</li> </ul>

After all, the validation of the profiles makes sure that the national profiles are recognizable and supported by the social partners in the countries.

The products of WP2 are input for WP3. For starting WP3, a EU-profile with most of the tasks from the national profiles for each occupation is made. This process makes clear that a lot of tasks are similar with other profiles, but that there are deviations in describing the tasks (what is a task, what is a subtask?) and the KSC's (what do 'knowledge of internal procedures' and 'able to close the deal' mean?). In the profiles, there is a wide range in descriptions. These different descriptions ask for more understanding and more explanation for more clarification.

In the referencing process, these difficulties became more obvious: when using the EQF as the reference, the "discriminating" aspects between the levels have to be taken into account. For example, what makes the difference in knowledge between level 2 and 3 and 4, only then you can make sure that the rating is not under or over estimated. The level of performance or the extensiveness of the knowledge are often good indicators.

We will translate these experiences with referencing and describing profiles in the working processes and results of WP3.

## Annex A: overview of desk research

country	source	organization	scope
NL	Sectoral study	<ul style="list-style-type: none"> <li>• CEDEFOP – Sector study 2008-2009; general study on trade labour market (structure, facts &amp; figures) in Europe</li> </ul>	<ul style="list-style-type: none"> <li>• European</li> </ul>
NL	Job vacancy advertisements (internet / newspaper)	<ul style="list-style-type: none"> <li>• Xenos -- home decoration &amp; gifts retail chain</li> <li>• Dachser Intelligent Logistics -- logistics &amp; transport</li> <li>• Nimag BV -- motor &amp; car import &amp; wholesale</li> <li>• Main BV -- maritime waste collection</li> <li>• Lasaulec -- tools &amp; technical products wholesale</li> <li>• Nu Personeel -- job vacancy website various firms</li> <li>• Albert Heijn -- supermarket chain</li> <li>• De Bijenkorf -- luxury department store</li> <li>• Hema -- department store</li> <li>• Mexx -- fashion wholesale &amp; retail</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> <li>• European</li> <li>• national</li> <li>• national</li> <li>• national</li> <li>• national</li> <li>• national</li> <li>• national</li> <li>• European</li> <li>• worldwide</li> </ul>
NL	Job descriptions / Assessment forms and/or Competence scans	<ul style="list-style-type: none"> <li>• De Bijenkorf -- luxury department store</li> <li>• V&amp;D -- department store</li> <li>• Albert Heijn -- supermarket chain</li> <li>• Mexx -- fashion wholesale &amp; retail</li> <li>• Free Record Shop -- cd &amp; dvd retail</li> <li>• AGF Detailhandel -- trade association fruit &amp; vegetables retailers</li> <li>• Delinuts -- nuts &amp; subtropical fruits wholesale</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> <li>• national</li> <li>• national</li> <li>• worldwide</li> <li>• national</li> <li>• national</li> <li>• national</li> </ul>
NL	Interviews (earlier conducted)	<ul style="list-style-type: none"> <li>• Cool Cat -- fashion retail</li> <li>• Vrumona -- soft drink manufacture &amp; wholesale</li> </ul>	<ul style="list-style-type: none"> <li>• European</li> <li>• national</li> </ul>
NL	Occupational profiles	<ul style="list-style-type: none"> <li>• HBD -- retail sector organization</li> <li>• SOG -- wholesale sector organization / training fund</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> <li>• national</li> </ul>
NL	Occupational descriptions	<ul style="list-style-type: none"> <li>• Kenniscentrum Handel (earlier developed for career orientation purposes)</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
DE	Interviews	<ul style="list-style-type: none"> <li>• HVS -- Handelsverband Sachsen; regional sector organization for trade</li> <li>• BIBB -- Federal institute for vocational education and training</li> <li>• ZBB -- central authority for vocational education and training in retail</li> <li>• IHK -- chamber of industry and commerce</li> </ul>	<ul style="list-style-type: none"> <li>• regional</li> <li>• national</li> <li>• national</li> <li>• national /regional</li> </ul>
DE	Job vacancy advertisements & company info (internet)	<ul style="list-style-type: none"> <li>• various companies &amp; job hunter organizations</li> </ul>	<ul style="list-style-type: none"> <li>• regional /national /worldwide</li> </ul>
DE	Job descriptions	<ul style="list-style-type: none"> <li>• Bildungszentrum des Sächsischen Handels (used as basis for training classes)</li> </ul>	<ul style="list-style-type: none"> <li>• regional</li> </ul>
LT	Job profile descriptions	<ul style="list-style-type: none"> <li>• Classifier of Occupations of Lithuania (corresponding to ISCO-88)</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
LT	Job descriptions	<ul style="list-style-type: none"> <li>• National Qualification Authority of Lithuania (used as basis for vocational training standards)</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
LT	Company profiles / job vacancy ads / job descriptions	<ul style="list-style-type: none"> <li>• Maxima -- hypermarket / supermarket chain</li> <li>• Rimi Lietuva -- supermarket chain</li> <li>• Levuo -- fashion, jewelry &amp; gifts retail chain</li> <li>• Pauluma -- furniture retail</li> <li>• Smulkus Urmas -- fresh food &amp; catering wholesale</li> <li>• Vilpra -- heating &amp; sanitation systems wholesale</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> <li>• national</li> <li>• national</li> <li>• local</li> <li>• national</li> <li>• national</li> </ul>
UK	Job vacancy ads / job descriptions (internet & newspapers)	<ul style="list-style-type: none"> <li>• Sainsbury's -- major supermarket chain</li> <li>• John Lewis -- large department store chain</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> <li>• national</li> </ul>

		<ul style="list-style-type: none"> <li>• Mars -- food &amp; candy manufacture and wholesale</li> <li>• Past Times -- historic &amp; period gifts retail</li> <li>• First Quench -- drinks retail &amp; wholesale (in admin.)</li> <li>• City Electrical Factors -- electrotechnical wholesale</li> <li>• Ruby Wear -- small clothing retailer</li> <li>• Fenwicks -- department store chain</li> <li>• Tie Rack -- men's fashion accessories retail</li> <li>• Toys R US -- toys retail &amp; wholesale</li> </ul>	<ul style="list-style-type: none"> <li>• worldwide</li> <li>• national</li> <li>• national</li> <li>• worldwide</li> <li>• local</li> <li>• national</li> <li>• worldwide</li> <li>• worldwide</li> </ul>
UK	Guidance documents (Get on in retail) / qualification profiles (BTEC / City and Guilds)	<ul style="list-style-type: none"> <li>• SkillSmart Retail -- Sector Skills Council for retail; national authority on retail skills needs, priorities and formal recognition</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
PT	Occupational profiles	<ul style="list-style-type: none"> <li>• National Classification of Occupations</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
PT	Function definitions	<ul style="list-style-type: none"> <li>• Report "Definitions of functions regarding commerce and warehouse professionals – Comparison between regional Collective Labour Agreement" (Lusófona University of Humanities and Technologies)</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
FR	Job descriptions	<ul style="list-style-type: none"> <li>• various companies</li> </ul>	<ul style="list-style-type: none"> <li>• local /regional /national /worldwide</li> </ul>
FR	Job descriptions	<ul style="list-style-type: none"> <li>• AGEFA PME</li> <li>• other representative bodies</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
FR	Collective employment agreements	<ul style="list-style-type: none"> <li>• trade unions and employers' organizations</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
SI	Descriptions of professions	<ul style="list-style-type: none"> <li>• National Euroguidance Centre</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
SI	Job vacancy ads (internet)	<ul style="list-style-type: none"> <li>• various employers &amp; job hunter organizations</li> </ul>	<ul style="list-style-type: none"> <li>• regional /national /worldwide</li> </ul>
SI	National Classification of Occupations	<ul style="list-style-type: none"> <li>• Slovenian Institute for Vocational Education and Training</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> </ul>
IT	Sector organizations' websites	<ul style="list-style-type: none"> <li>• Confcommercio -- general confederation of enterprises, professional occupations and self-employment; over 770.000 members</li> <li>• Confesercenti -- business association for commerce, tourism, services and crafts; over 270.000 associated companies</li> <li>• Assologistica -- national association of logistics enterprises</li> <li>• Ailog -- Italian association of logistics and supply management</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> <li>• national</li> <li>• national</li> <li>• national / regional</li> </ul>
IT	Sectoral studies and "Job barometer" (job search survey)	<ul style="list-style-type: none"> <li>• ISFOL – Institute for the development of vocational training for workers; also LdV national agency</li> </ul>	<ul style="list-style-type: none"> <li>• national / European</li> </ul>
IT	Job descriptions (company based)	<ul style="list-style-type: none"> <li>• Abc.it -- computers &amp; accessories retail (Apple)</li> <li>• Decathlon -- sports fashion and articles retail</li> <li>• Brico Center -- DIY &amp; home decoration retail</li> <li>• Pittarello -- consumer electronics retail</li> <li>• Valentino Fashion Group -- fashion design &amp; retail</li> <li>• Auchan -- hypermarket chain</li> <li>• Sorelle Ramonda -- fashion retail</li> <li>• Famila -- hypermarket / supermarket chain</li> <li>• Gruppo PAM – hypermarket / supermarket chain</li> <li>• Talin – office furniture &amp; accessories manufacture</li> <li>• Scala s.p.A. -- technical industrial wholesale</li> </ul>	<ul style="list-style-type: none"> <li>• national</li> <li>• national</li> <li>• national</li> <li>• national</li> <li>• worldwide</li> <li>• European</li> <li>• regional</li> <li>• national</li> <li>• regional</li> <li>• worldwide</li> <li>• regional</li> </ul>

		<ul style="list-style-type: none"> <li>• Fratelli Bono -- technical industrial wholesale</li> <li>• Fiamm -- starter &amp; industrial batteries manufacture</li> <li>• Galvanin -- textiles manufacture</li> <li>• Dainese -- motor fashion manufacture</li> <li>• Campagnolo -- sports fashion manufacture</li> <li>• Pal Zileri -- men's fashion manufacture &amp; retail</li> <li>• UPS -- messenger company</li> <li>• DHL (Vicenza office) -- messenger company LC</li> <li>• Billa -- hypermarket / supermarket chain</li> <li>• Artigiana Arredi -- kitchen manufacture &amp; retail</li> <li>• Cadore Donna -- fashion &amp; beauty products retail</li> <li>• La Rinascente -- fashion retail</li> <li>• Mediaworld -- consumer electronics retail</li> <li>• Ovvio -- furniture &amp; home decoration retail</li> </ul>	<ul style="list-style-type: none"> <li>• European</li> <li>• worldwide</li> <li>• worldwide</li> <li>• worldwide</li> <li>• worldwide</li> <li>• worldwide</li> <li>• worldwide</li> <li>• worldwide</li> <li>• worldwide</li> <li>• national</li> <li>• national</li> <li>• local</li> <li>• regional</li> <li>• European</li> <li>• regional</li> </ul>
IT	Occupational profile logistics	<ul style="list-style-type: none"> <li>• HELEN project (LdV-project 2004-2006)</li> </ul>	<ul style="list-style-type: none"> <li>• European</li> </ul>

## Annex B: overview of interviews

### Retail: Shop assistant & Shop manager

Country	Company	Description of company	Person(s) interviewed
NL	CBW Mitex	Subsector organization for Fashion retail and Furniture & Home decoration retail 17.000 shops associated in NL	<ul style="list-style-type: none"> <li>Policy advisor (2x)</li> </ul>
NL	Mexx	Fashion & accessories Over 10.000 shops / POS in 66 countries	<ul style="list-style-type: none"> <li>Regional HR manager BNL, FR, ES &amp; PT (2x)</li> </ul>
NL	Free Record Shop	Music and Multimedia 200 shops BENELUX	<ul style="list-style-type: none"> <li>HR Business partner (2x)</li> </ul>
NL	Paradigit	Consumer electronics: computer equipment and accessories 21 branches in NL	<ul style="list-style-type: none"> <li>Training officer (2x)</li> </ul>
DE	n.a.	Consumer electronics; national business orientation, high level of service; 2 branches, 8 employees.	<ul style="list-style-type: none"> <li>Shop manager</li> <li>Managing director</li> </ul>
DE	n.a.	Food supermarket; national business orientation; selfservice; 1200 branches; 6000 employees	<ul style="list-style-type: none"> <li>Shop manager</li> <li>Sales manager</li> </ul>
DE	n.a.	Fashion store, national business orientation; high level of service; 5 branches; 32 employees	<ul style="list-style-type: none"> <li>Shop manager</li> <li>Managing director</li> </ul>
DE	n.a.	Hobby & work; national business orientation; medium level of service; 2 branches; 12 employees	<ul style="list-style-type: none"> <li>Shop manager</li> <li>Managing director</li> </ul>
LT	Maxima	Department food stores, ranging from Neighbourhood stores (<1000m <sup>2</sup> ) to Hypermarkets (>3000m <sup>2</sup> ). Mainly food, but also other product lines. Selfservice. Business region: Baltic states & Bulgaria; 423 branches (214 in LT); over 25.500 employees	<ul style="list-style-type: none"> <li>Organizational development manager (2x)</li> </ul>
LT	Rimi Lietuva	Supermarket chain (supermarkets, hypermarkets and discounters). Mainly food, also other product lines. Selfservice. Business region: Baltic states. 239 stores in total; 57 in LT; 3320 employees in LT.	<ul style="list-style-type: none"> <li>Training manager (2x)</li> </ul>
LT	Levuo	Fashion, jewelry, home decoration and presents; 44 shops in LT (2 in Latvia).	<ul style="list-style-type: none"> <li>HR department director (2x)</li> </ul>
LT	Pauluma	Furniture. 1 large shop, > 1000m <sup>2</sup> , named "AA Baldu Galerija".	<ul style="list-style-type: none"> <li>Company director</li> <li>Shop manager</li> </ul>
UK	Toys R US	UK-based international toy retailer. Over 1550 stores in 33 countries. 75 megastores in UK. Servicelevel: medium.	<ul style="list-style-type: none"> <li>Branch manager (2x)</li> </ul>
UK	Past Times	Gift retailer; ca. 115 shops UK-wide & Ireland (1). Service-level: medium-high.	<ul style="list-style-type: none"> <li>HR associate (2x)</li> </ul>
UK	Fenwick	Department store, mainly fashion; also other product lines. 11 branches across UK. High service level	<ul style="list-style-type: none"> <li>HR manager (2x)</li> </ul>
UK	River Island	UK-based international clothing retailer; with over 250 shops in UK (27), Ireland, Europe, Middle-East, Far-East.	<ul style="list-style-type: none"> <li>People director (2x)</li> </ul>
PT	Horto do Campo Grande	Garden centre chain store, 4 large garden centres & 4 small flower shops. Portugal, Spain and Italy. High service level (shops) and Selfservice (garden centre). Total: 200 employees.	<ul style="list-style-type: none"> <li>Shop assistant</li> <li>Shop manager and Director of commercial, public Relations and Publicity department</li> </ul>

PT	Natura Selection	International department store. Fashion, home decoration, toys. High service level. Based in Spain (144 locations), and with locations in Portugal (41), Italy (6), France (1), and UK (1). 383 employees in PT. This branch: 11 (6 shop assistants).	<ul style="list-style-type: none"> <li>• Shop manager</li> <li>• Shop supervisor and Financial director</li> </ul>
PT	Beltrão Coelho	Consumer electronics retail store; national business orientation; 11 branches (& 2 in Mozambique). 300 staff in total, in this branch: 100.	<ul style="list-style-type: none"> <li>• Shop manager (2x)</li> </ul>
PT	Magnólia Caffé	Food specialties; 7 branches (3 large, 4 small) all in Lisbon. Total: 80 staff, of which 40 shop assistants. High service level.	<ul style="list-style-type: none"> <li>• Director of operations (2x)</li> </ul>
FR	Presto'Fruits	Retail and wholesale firm in fruit and vegetables, based in Rouen. UNFD = trade union for fruit and vegetable marketers	<ul style="list-style-type: none"> <li>• Owner/manager / UNFD-delegate (2x)</li> </ul>
FR	Jean Louis Jamet Pharmacie	Pharmacy/drugstore. 1 branch.	<ul style="list-style-type: none"> <li>• Owner/manager (2x)</li> </ul>
FR	Adam pour Eve	Fashion store & manufacturer; design range (retail & wholesale). 2 retail branches (Paris). Also export of designer clothes.	<ul style="list-style-type: none"> <li>• Owner/manager (2x)</li> </ul>
FR	Regis Chocolatier	Quality chocolate shop; 1 branch. Internationally known.	<ul style="list-style-type: none"> <li>• Owner/manager (2x)</li> </ul>
SI	Mercator Group	Retail & wholesale company, various product lines. Focus on food retail and other fast moving consumer products. License holder for Intersport, Beautique drugstores, Maximarket and Cash & Carry in Balkan countries.	<ul style="list-style-type: none"> <li>• Head of Training department (2x)</li> </ul>
SI	Semenarna Ljubljana	Specialized agribusiness seed company, with retail branches 'Kalia' (garden centres; 25 locations) and 'Rodovita' (agricultural; 15 locations); and wholesale of agri-products such as pet foods, plants, flowers, seeds, pesticides, fertilizers, etc.	<ul style="list-style-type: none"> <li>• HR manager (2x)</li> </ul>
SI	Merkur	Quality dealer in technical products for domestic and industrial applications, such as consumer electronics, DIY, metal products and machinery. Retail & wholesale. Slovenian-based, internationally oriented. Retail: 36 branches all over Slovenia, Croatia (8), Serbia (3), Bosnia (1), Macedonia (1), Cyprus (1), and offices in Prague, Belgrade, München, Moscow and China. Over 5000 staff.	<ul style="list-style-type: none"> <li>• Assistant HR director (2x)</li> </ul>
SI	Nama	Retail company, department store, higher segment. Fashion, home decoration, food. 2 branches.	<ul style="list-style-type: none"> <li>• HR manager (2x)</li> </ul>
IT	Auchan	French multinational hypermarket company, with branches in 10 countries in South and East Europe, and in China, Taiwan and Dubai. Vicenza branch: over 300 staff.	<ul style="list-style-type: none"> <li>• Shop manager (2x)</li> </ul>
IT	Marlboro Classics	Fashion store, part of Valentino Fashion Group. Worldwide fashion chain, active in 28 countries, over 13.000 employees. Vicenza branch.	<ul style="list-style-type: none"> <li>• Retail director (2x)</li> </ul>
IT	Gruppo PAM	Supermarket chain, 100 locations in Northern Italy. Franchising. Also hard discount and restaurant branch.	<ul style="list-style-type: none"> <li>• HR Manager (2x)</li> </ul>
IT	Sorelle Ramonda	Multibrand fashion department store, Northern Italy and Austria, 58 branches. Higher segment.	<ul style="list-style-type: none"> <li>• Store manager (2x)</li> </ul>

## Wholesale: Logistic Assistant & Logistic Manager

NL	AGF Groothandels fonds	Subsector organization for fruit and vegetable wholesalers; Over 250 wholesale companies associated.	<ul style="list-style-type: none"> <li>• Training manager (2x)</li> </ul>
NL	Delinuts	Wholesale organization for nuts and (dried) subtropical fruits; 1 branch, 40 employees	<ul style="list-style-type: none"> <li>• Warehouse manager (2x)</li> </ul>
NL	Hexspoor Support Center	B2B-service organization for warehousing, logistic services and marketing, purchasing and sales activities; 1 branch, 15 employees	<ul style="list-style-type: none"> <li>• Logistics supervisor / manager (2x)</li> </ul>
NL	The Medical Export Group	Wholesale and international trade of medical products and pharmaceuticals; 1 branch, 30 employees.	<ul style="list-style-type: none"> <li>• Director operations (2x)</li> </ul>
DE	n.a.	Technical wholesale organization. 2 branches. National orientation. Total: 43 employees, this branch: 21 (15 logistic assistants).	<ul style="list-style-type: none"> <li>• Logistics manager</li> <li>• Managing director</li> </ul>
DE	n.a.	General distributions firm, national business orientation. with 5 branches, total: 52 employees (of which 40 logistic assistants). This branch: 15 employees, of which 9 logistic assistants.	<ul style="list-style-type: none"> <li>• Logistics manager</li> <li>• Sales manager</li> </ul>
DE	n.a.	Technical wholesale organization. National orientation. 3 branches, 78 employees. This branch: 24 employees (17 logistic assistants).	<ul style="list-style-type: none"> <li>• Logistics manager</li> <li>• Managing director</li> </ul>
DE	n.a.	Distribution centre for food / supermarket. National orientation. 8 branches, 120 employees. This branch: 15 (12 logistic assistants).	<ul style="list-style-type: none"> <li>• Logistics manager</li> <li>• Sales manager</li> </ul>
LT	Maxima	<i>cf. Retail table</i>	<ul style="list-style-type: none"> <li>• Organizational development manager (2x)</li> </ul>
LT	Smulkus Urmas	Fresh food and catering wholesaler / distributor. Nationally oriented; 1500 customers such as (company) restaurants, hospitals and schools. 1 branch, 500 employees.	<ul style="list-style-type: none"> <li>• Head of Logistics and warehouses division</li> <li>• Staff Manager</li> </ul>
LT	Levuo	<i>cf. Retail table</i>	<ul style="list-style-type: none"> <li>• HR Department director (2x)</li> </ul>
LT	Vilpra	Manufacturing, wholesale and installation of heating, sanitation, air-conditioning and chimney systems and equipment. 6 branches, 8 POS.	<ul style="list-style-type: none"> <li>• Warehouse manager</li> <li>• Procurement &amp; logistics department manager (2x)</li> </ul>
UK	City Electrical Factors (CEF)	Multinational UK-based wholesale organization, specialized in electrotechnical materials. Worldwide 1000 branches. UK: > 400 branches, 4000 staff. High service level.	<ul style="list-style-type: none"> <li>• HR manager (2x)</li> </ul>
UK	R.H. Interiors	Wholesaler and installer of bathrooms, wetrooms and kitchens. Nationally oriented (Midlands, South England).	<ul style="list-style-type: none"> <li>• HR manager (2x)</li> </ul>
UK	Mellcrest	Manufacture and supply (including wholesale) of hotel and restaurant equipment and catering products (soap, sugar bags, tea bags, etc.).	<ul style="list-style-type: none"> <li>• HR manager (2x)</li> </ul>
UK	First Quench	Alcohol and soft drinks wholesaler and retailer. ca. 1200 stores, staff total: 6300. (In administration since October 2009).	<ul style="list-style-type: none"> <li>• HR manager (2x)</li> </ul>
PT	Cronos	Wholesale organization for retail. Nationally oriented. Import of watches and jewelry. High service level. 1 branch. Total staff: 50 (9 logistic assistants).	<ul style="list-style-type: none"> <li>• Logistics manager (2x)</li> <li>• General manager</li> </ul>
PT	Tracarlog	General logistics and distribution organization, with 3 branches in Portugal and 1 in Spain, and routes to Italy, Germany, Belgium and the Netherlands. 350 staff, of which 100 in this branch . Medium	<ul style="list-style-type: none"> <li>• Logistics director and logistics supervisor (2x)</li> </ul>



		service level.	
PT	Distribuição Luís Simões (DLS)	Distribution & logistics firm (part of larger company Luís Simões), specialized in integrated warehousing services for the Iberian peninsula. 4 branches in PT, total: 484 staff. This branch: 302 (98 logistic assistants). High service level.	<ul style="list-style-type: none"> <li>Logistics assistant</li> <li>Logistics manager</li> <li>HR manager</li> </ul>
FR	Fédération Française Droguerie Bazar (FFDB)	Federation of professional associations for drugstores, market equipment, table arts and gifts.	<ul style="list-style-type: none"> <li>President of the federation (2x)</li> </ul>
FR	Confédération Française du Commerce Interentreprises (CGI)	Federation of (BtoB) wholesale and international trade sector.	<ul style="list-style-type: none"> <li>Delegate / European qualifications expert (2x)</li> </ul>
FR	Adam pour Eve	<i>cf. Retail table</i>	<ul style="list-style-type: none"> <li>Owner/manager (2x)</li> </ul>
FR	Presto'Fruits	<i>cf. Retail table</i>	<ul style="list-style-type: none"> <li>Owner/manager (2x)</li> </ul>
SI	Mercator Group	<i>cf. Retail table</i>	<ul style="list-style-type: none"> <li>Head of Training department (2x)</li> </ul>
SI	Semenarna Ljubljana	<i>cf. Retail table</i>	<ul style="list-style-type: none"> <li>HR manager (2x)</li> </ul>
SI	Merkur	<i>cf. Retail table</i>	<ul style="list-style-type: none"> <li>Assistant HR director (2x)</li> </ul>
SI	Nama	<i>cf. Retail table</i>	<ul style="list-style-type: none"> <li>HR manager (2x)</li> </ul>
IT	Fiamm	Manufacturing and wholesale/export of starter and industrial batteries, horns and antennas. Leading technology research firm. Italian multinational with 10 production plants and over 20 commercial and technical branches worldwide. More than 3000 employees worldwide. Logistical centre Vicenza: 20+ employees.	<ul style="list-style-type: none"> <li>Manager logistical centre Vicenza (2x)</li> </ul>
IT	Scala s.p.A.	Wholesale, logistics and warehousing services specialized in technical industrial hardware, tools and supplies. 5 branches in Northern Italy.	<ul style="list-style-type: none"> <li>Commercial agent (2x)</li> </ul>
IT	Unicomm S.r.l.	Supermarket chain distribution centre / wholesale food distributor. Based in Northern Italy.	<ul style="list-style-type: none"> <li>Logistics manager</li> <li>Managing director</li> </ul>
IT	Talin	Manufacturing and wholesale/export of chairs, tables and office furniture. 1 location.	<ul style="list-style-type: none"> <li>Logistics manager (2x)</li> </ul>