



e-SELLER Training Program for VET providers/trainers

A1 -e-SELLER training modules



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Introduction

The e-SELLER project aims to foster the retail sector's digital transformation, focusing on the EU's rural areas, where the retail workforce lacks the needed digital skills and competences to meet the emerging e-retail demands. The project objectives are:

- to equip VET providers/trainers with an effective and attractive education and training program in line with the rural retail workforce's individual needs and expectations, through the use of digital and inclusive educational content
- to prepare and aware the Chambers/Associations staff in order to adjust their policies and approaches with the aim to better support competitiveness and employment at their local and regional level
- to link the rural labor market demands with the VET sector, through synergies and cooperation with partners from other countries
- to increase the knowledge capacity of the participating partner organizations
- to disseminate the project results and activities at local/regional, national, and EU level

The purpose of this training program is to provide VET providers/trainers involved in retail workforce training with a carefully designed and useful training programme that will assist them in training the retail workforce located in rural areas of the EU to meet e-retail demands. Consequently, the training program will be a way for overcoming the geographic barriers derived from the remoteness of a rural area and the barriers that the retail workforce located there faces. The program also aims to adapt VET training of the retail workforce to address contemporary e-retail demands, presenting e-retail technologies and soft skills needed for the digital transformation of this sector, presenting an opportunity to generally increase the knowledge capacity of the participating partner organisations regarding the addressed topics.

Module 1: Live Commerce

Introduction

Short summary

Live Commerce, also known as live streaming shopping, is an innovative e-commerce model that has revolutionized the way people shop online. It combines the power of live streaming with the convenience of online shopping to provide an immersive and interactive shopping experience. In an increasingly digitized world, consumers have become accustomed to researching and purchasing products and services online. But live commerce goes beyond simply viewing product images and descriptions by enabling real-time communication between buyers and sellers.

The key to the success of live commerce lies in the immediate interaction between the sales presenters and the potential customers. During the live stream, viewers have the opportunity to ask questions, provide feedback, and share their opinions. The sales presenters can respond to inquiries in real time, highlight product features and clarify the benefits of the products. This interaction creates a sense of closeness and familiarity that is often missing in traditional online shopping.

Live commerce has proven to be an extremely effective marketing tool, especially on social media and e-commerce platforms. Influencers and brand ambassadors use these platforms to expand their reach and present their products to a broad audience. Consumers, in turn, appreciate the transparency and authenticity conveyed by live streams, which leads to increased trust in the products on offer.

In this training, we will explore the fascinating world of live commerce, look at its impact on consumer buying behavior, and consider the opportunities and challenges it presents for businesses.

Learning Outcomes

Knowledge:

1. understanding live commerce concepts: one learning objective in the knowledge area is to understand the fundamentals and concepts of live commerce. This includes knowledge of how live

streams work, the role of influencers and presenters, the use of real-time interactions, and the importance of the live shopping experience to e-retail.

2. knowledge of live commerce platforms: It is important to familiarize yourself with the different platforms that can be used for live commerce. This includes knowledge of the most popular social media and e-commerce platforms that offer live streaming options, as well as the features and tools they provide for live commerce events.

3. product marketing and presentation: Developing an understanding of how to effectively present and market products and services in live streams is another learning objective in the knowledge area. This includes knowledge of storytelling, visual design, and communication techniques to capture viewers' attention and motivate them to buy.

Skills:

1. moderation and interaction: A learning objective in terms of skills is to develop the ability to professionally moderate live streams and interact effectively with the audience. This includes communication skills, the ability to answer questions and handle customer feedback.

2. Use live streaming technology: It is important to master the technical aspects of live streaming, including how to handle cameras, microphones, streaming software, and other technical equipment to produce high-quality, glitch-free live streams.

3. data analysis and evaluation: The ability to analyze and evaluate data and metrics is important for measuring the success of live commerce events and identifying areas for improvement. This includes evaluating audience numbers, interaction rates, conversion rates, and other performance indicators.

	<p>Competencies:</p> <ol style="list-style-type: none"> 1. creativity and innovation: the competence to develop creative and innovative ideas for live commerce events enables to inspire the audience and to stand out from the competition. 2. customer focus: the ability to understand customers' needs and expectations and improve their experience during live shopping is an important competency to build long-term customer relationships. 3. crisis management and flexibility: the ability to adapt and respond appropriately to unforeseen events and technical challenges is a critical competency to ensure the smooth running of live commerce events.
<p>Theoretical Part</p>	<p>Subchapter including the following:</p> <p>-What is it</p> <p>Live commerce, also known as live streaming shopping, is an innovative form of e-commerce that uses live streams to showcase and directly sell products and services to a wide audience. In this interactive shopping experience, viewers can communicate with sales presenters in real time, ask questions, provide feedback, and even purchase products through integrated links.</p> <p>The popularity of live commerce has soared in recent years, especially on social media and e-commerce platforms. Influencers and brands use this technique to showcase their products to a large audience and influence their buying decisions. Viewers appreciate the personal interaction and the opportunity to see products in action, which creates a high level of trust in the quality and performance of the items on offer.</p> <p>Live Commerce has revolutionized the way people shop online by providing a dynamic and fun way to discover and buy products. It allows consumers to be part of a live community and actively participate in the purchase decision. The growing popularity of</p>

live commerce shows that it is a groundbreaking method that has the potential to permanently change the future of e-commerce.

-Types suitable for e-retail

Live Commerce offers e-retailers a variety of ways to improve their sales strategies and optimize their customers' shopping experience. Here are some ways to use Live Commerce in e-retail:

1. product presentation: live streams to introduce new products, demonstrate their functions and give potential customers an interactive insight into the products.
2. influencer marketing: cooperation with influencers and brand ambassadors who present products in live streams and thus reach their large fan base.
3. Q&A sessions: live Q&A sessions to answer customers' questions directly and give them confidence that their concerns are being taken seriously.
4. limited editions and flash sales: leverage the urgency and exclusivity of live streams to offer limited editions and limited-time offers and increase customer purchase intent.
5. cross-selling and upselling: conduct live streams in which products are presented in combination or additional added values are highlighted to encourage the customer to make a higher-value purchase.
6. customer service: live chat during live streams to address customer questions directly and ensure the best customer experience.
7. customer ratings and recommendations: Show customer reviews and recommendations in the live streams to build viewer trust and credibility.

By cleverly leveraging live commerce, e-retailers can increase customer loyalty, reach new audiences, and boost sales by providing an interactive and entertaining shopping experience.

-Benefit of use

1. Interactive and immersive shopping experience: Live Commerce enables customers to experience products in real time and interact with sales presenters. This creates an interactive and immersive shopping experience that surpasses traditional online shopping and increases customer engagement.

2. real-time customer feedback: during the live streams, customers can directly ask questions, give feedback and raise concerns. This gives sales presenters valuable real-time feedback that they can use to improve their products and services and strengthen customer loyalty.

3. increase in confidence: the ability to see products in action and have questions answered live creates a higher level of confidence among customers. This leads to them feeling more confident when making a purchase decision, which increases the likelihood of a purchase.

4. viral reach: live commerce often attracts a large audience, especially when influencers or popular personalities are involved in the live streams. This can significantly increase the brand's reach and attract new potential customers.

5. FOMO effect and sales increase: The use of limited offers, flash sales and exclusive deals during live streams can trigger the so-called "Fear of Missing Out" (FOMO) effect, which increases urgency and boosts customers' motivation to buy. This leads to an increase in sales and promotes customer loyalty.

Overall, live commerce in e-retail offers a number of benefits that can help improve the customer experience, strengthen customer loyalty and increase sales. It is a highly effective way to harness the potential of interaction and real-time engagement while creating a dynamic and fun shopping environment.

-Challenges of use

While there are many benefits to using live commerce in e-retail, there are also some challenges. The three biggest challenges are:




1. technical infrastructure and reliability: Live streaming requires a robust technical infrastructure to ensure a smooth broadcast and a high-quality experience for viewers. Internet connectivity issues, server outages, or audio/video quality can frustrate customers and affect brand credibility. It is therefore crucial to invest in high-quality streaming platforms and reliable technology.

2. content production and management: Planning and executing live streams requires careful preparation, including selecting engaging content, coordinating presenters or influencers, and promoting the event. Live streams should be well-structured and entertaining to keep viewers interested. Content management can be challenging, requiring regular and consistent streams to maintain customer engagement.

3. privacy and security: At Live Commerce, sensitive customer data must be protected during interactions. Data protection regulations and security measures must be strictly adhered to in order to ensure that no breach of customer privacy occurs. The use of secure payment systems for purchasing products is also crucial to prevent fraud attempts and maintain customer trust.

These challenges require careful management and a strategic approach to realize the full potential of live commerce in e-retail. Through effective planning, technical expertise and security measures, these challenges can be successfully overcome and

	Live Commerce can become an effective tool for increasing sales and customer loyalty.
Case study/success story	<p>Country: Germany</p> <p>Name of Case Study/Success Story: Live Shopping Study</p> <p>Link to Case Study: Live Shopping Study: Majority of Germans Open to Online Shopping Events - Huge Market Potential for Fashion and Cosmetics Products - Simon-Kucher & Partners (cision.com) </p> <p>Short description:</p> <p>The future of retail could be shaped by live shopping, as highlighted by strategy consultancy Simon-Kucher & Partners. According to a study, two-thirds of Germans show interest in digital sales events, although only eight percent have made such purchases to date. This indicates considerable market potential. Fashion and cosmetics in particular seem to be suitable for live shopping, with 80 percent of potential buyers interested in fashion and clothing and 73 percent in cosmetics and care products. The rapid response of manufacturers and retailers to this demand is crucial, as demonstrated by China, where live shopping already accounts for ten percent of all online purchases. However, the strategy for doing so is complex, as different consumers expect lower or higher prices. Fears and reservations about the format must be overcome by building trust through transparency and familiar faces. The study is based on a survey conducted by Simon-Kucher & Partners in 2022, in which 494 German participants were asked about live shopping, purchase considerations and price expectations.</p>
Additional Resources (video, YouTube, links etc.)	<p>Title of Resource: What is live commerce</p> <p>Resource Code: 1.1</p>

	<p>Introduction to the resource:</p> <p>What will you get from using this resource?</p> <p>Short description of live commerce</p> <p>Link to resource:</p> <p>What is live commerce? #shorts upGrad - Bing video</p>
<p>Images</p>	 <p>https://th.bing.com/th/id/OIP.hYNwnGTTUL79YIDffrS7CwHaDt?w=348&h=175&c=7&r=0&o=5&pid=1.7</p>  <p>https://th.bing.com/th/id/OIP.FytSPLBDALvNxpgprnPd_gHaEe?w=284&h=180&c=7&r=0&o=5&pid=1.7</p> 

	https://th.bing.com/th/id/OIP.M3QgPBJypPNC2x--dWtwvQHaDw?w=344&h=177&c=7&r=0&o=5&pid=1.7
References	Live-Shopping-Studie: Mehrheit der Deutschen offen für Online-Kauf-Events – Marktpotential für Mode- und Kosmetikartikel riesig - Simon-Kucher & Partners (cision.com) Livestream shopping - Wikipedia

Module 2: Augmented Reality

Introduction Short summary	<p>Augmented reality offers the possibility of inserting virtual elements into the real world. With the help of digital devices, e.g. smartphones or tablets, visual information or aids can be viewed through the camera and supplement the real world. In most cases, the technology is integrated into apps or existing programs and can then be used by downloading it to the end device. AR technologies can be used in a variety of ways, especially in everyday professional life.</p>
Learning Outcomes	<p>Knowledge:</p> <p>Application area and functionality of AR technologies</p> <p>Skills:</p> <p>creativity (visualization possibilities of AR), willingness to learn</p> <p>Competences: technical understanding</p>
Theoretical Part	<p>'Augmented reality' means the 'extended reality'. It's the combination of the real and virtual world. Human vision is extended by means of visual objects with the help of a digital device. This tool can support people by overlaying their real image with additional information.</p> <p>Retail employees, for example, can work with AR in their logistics area or in the warehouse. AR can have a supporting effect there by depicting "pick-by-vision processes" with data glasses. In this process, warehouse employees are informed about the next items with the help of a display and can provide precise information about the number of items and their position. The relevant information is superimposed on the employees' field of vision (e.g. stock levels or item information), which can save a considerable amount of time. It also minimizes travel times and reduces errors caused by unclear or missing information.</p> <p>Mobile platforms make this possible. Information and data made available to employees are obtained by the mobile platform from many different data sources. The data can be picked up and reused again and again and, for example, merged, gathered and expanded into assistance systems. Therefore, to work properly</p>

with AR standards, it is necessary to focus and work out the information access and exchange.

When using AR, the focus is on functional and process-related goals. The basic aim is to improve the presentation of information for employees in production and logistics. This also leads to an optimization of processes, cost and time savings as well as an improvement in quality. The cost savings can be achieved through faster maintenance and service processes due to the improved provision of information. The functional goals arise from the intention to provide employees with the information relevant for their work in a bundled and simple way. They should not be additionally burdened in any way by the information intake. Therefore, the information is bundled only to what is really necessary and displayed in an intuitive way. Accordingly, the information is pre-selected for the employees. The forms of presentation also include symbolic representations or animations and pictograms.

The process-relevant goals mainly include the simplified and fast provision of information so that employees have little or, in the best case, no search time.

AR also offers the advantage that new employees can be trained and familiarized with the help of AR. The simplified presentation of information has a supportive effect and time-consuming familiarization processes are eliminated. Information provided by AR can guide learners through corporate processes during induction in a context-based manner and at the point of action.

Furthermore, working with complex systems is possible without discrimination, i.e., regardless of age or physical limitations. Different operating interfaces are offered for this purpose - the smartphone, tablet, SmartWatch or SmartGlasses. In this way, users can choose the mobile device that is most user-friendly for them.

In order to introduce AR in a company, it is necessary to create a digital image of the use case in all its complexity and to map all conceivable eventualities of actions and reactions of the cyberphysical system as well as to think ahead about the information and action alternatives relevant for the behavior of the employees.


The benefits for employees alone, however, make such an effort worthwhile. The company makes progress in terms of productivity,

	<p>because employees receive support from AR right from the start and tasks can be performed correctly on the first attempt at execution. Consequently, learning phases can be shortened and standards can be clearly communicated even across shift and team boundaries. Employees are also encouraged to behave in a more health-conscious manner and can thus be protected from dangerous situations, because it is also possible to integrate warnings in the representation of optimal process and movement sequences.</p> <p>Basically, the more accurate the capture of the environment and the better the depiction of the reality captured for humans, the more accurate the augmentation. The quality of AR, as well as the compatibility of wearables from different manufacturers, some of which run different operating systems and use different backend software, is also a factor.</p> <p>Summarized, it depends very much on the technologies used in the interaction for sensory, information processing, processing and information presentation. The use of AR is very multifaceted and brings many advantages, even if the introduction initially represents a high effort for the company.</p>
<p>Case study/success story</p>	<p>1) Country: Worldwide</p> <p>Name of Case Study/Success Story: Furnishing with the Ikea app via augmented reality.</p> <p>Link: https://www.ikea.com/global/en/newsroom/innovation/ikea-launches-ikea-place-a-new-app-that-allows-people-to-virtually-place-furniture-in-their-home-170912/</p> <p>Description: Ikea uses AR technology in its free Ikea place app to help customers find the right furniture for their own living space. The Ikea products can be placed in virtual images in the customer's home and then arranged. This allows them to quickly and easily find out whether the furniture is suitable for the room and their own ideas. If not, the Ikea app even suggests alternatives with which</p>

	<p>the private rooms can be furnished instead. Furthermore, photos or videos of the virtual room design can be saved and also shared with friends/family to get other opinions.</p> <p>Ikea is the first home furnishings company to improve the shopping and customer experience through AR. The app also helps further define the purpose of AR.</p> <p>2) Country:</p> <p>USA, India, Mexico, Russia</p> <p>Name of Case Study/Success Story:</p> <p>L'Oréal joins YouCam MakeUp</p> <p>Link to Case Study:</p> <p>https://www.businesswire.com/news/home/20170710005692/en/L'Oréal-%20Joins-YouCam-%20Makeup-Perfect-%20Corp.'s-Augmented</p> <p>Description:</p> <p>L'Oréal and YouCam MakeUp announced a global partnership. YouCam MakeUp is an award-winning augmented reality beauty app that allows users to try out different makeup looks when applied. Through the partnership with L'Oréal, users can now virtually experience L'Oréal MakeUp's makeup collections, learn more about the cosmetic products and even purchase them through the app.</p> <p>The app has also been placed at L'Oréal retail booths to provide an opportunity to create a unique and innovative customer experience both online and offline while shopping and testing.</p> <p>3) Country:</p> <p>New Zealand, Australia, North America, Germany</p> <p>Name of Success Story:</p>
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	<p>Pokémon GO</p> <p>Link:</p> <p>https://pokemongolive.com/en/?hl=de</p> <p>Description:</p> <p>Pokémon GO is a free-to-play game for smartphones with in-app purchases that integrates AR into the gaming experience. The game uses location data from the player's smartphone to allow them to move and position themselves in the real world and capture and train wild Pokémon. The game is also based on the real world in terms of weather and seasons. AR enables the virtual and real worlds to meet and interact with each other. For example, Pokémons can be spotted in real-world locations during a walk using the cell phone camera, and the game can be continued in this way.</p>
<p>Additional Resources (video, YouTube, links etc.)</p>	<p>1) Title of Resource:</p> <p>Augmented reality: definition, technology and potential</p> <p>Resource Code: 2.1</p> <p>Introduction to the resource:</p> <p>This blog entry provides a precise definition of AR, a description of the benefits of using AR, and the conditions that need to be met in order to implement AR. Readers will gain an insight into the technology and an understanding of what augmented reality means.</p> <p>Link to resource:</p> <p>https://worldofvr.de/augmented-reality/</p> <p>2) Title of Resource:</p> <p>What is Augmented Reality (AR) in 60 seconds</p>

	<p>Introduction:</p> <p>YouTuber Bernard Marr explains in 60 seconds the meaning, functionality and possible applications of Augmented Reality.</p> <p>Link to resource:</p> <p>https://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=video&cd=&cad=rja&uact=8&ved=2ahUKEwiOo-nzjp_AhUKH0wKHSx2BhkQtwJ6BAG0EAI&url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DXPNUmcEOYW0&usg=AOvVaw1pVZ7wFWQEI1MksqPnB7xM</p>
<p>Images</p>	 <p>https://www.pexels.com/de-de/foto/hande-iphone-smartphone-app-6474473/</p>

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<p>References</p>	<p>https://business.adobe.com/ch_de/resources/5-realworld-examples-of-augmented-reality-innovation.html</p> <p>https://www.businesswire.com/news/home/20170710005692/en/L'Oréal-%20Joins-YouCam-%20Makeup-Perfect-%20Corp.'s-Augmented</p> <p>Jashari, Fahri. 2020: Bewertung des Nutzens und die Entwicklung von Optimierungsansätzen eines digitalen Rüstassistenten in der Axiallagerfertigung.</p>

	<p>Azuma, Ronald T. 1997. <i>A Survey of Augmented Reality</i>. Massachusetts: Massachusetts Institut of Technology</p> <p>Deloitte University Press. 2017. <i>Industry 4.0 and the digital twin. Manufacturing meets its match</i>. London: Deloitte Development LLC</p> <p>Microsoft. 2019b. „HoloLens 2-Hardware“. In: <i>Microsoft HoloLens</i>, Aufgerufen am 14.09.2020, https://docs.microsoft.com/de-de/hololens/hololens2-hardware</p> <p>https://www.pexels.com/de-de/</p>
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Module 3: Virtual reality

Introduction Short summary	<p>Virtual reality (VR) is an immersive technology that allows users to experience an entirely computer-generated environment, which feels and looks so real that it can easily blur the line between what is real and what is not. Through the use of specialized headsets and controllers, users can explore and interact with virtual worlds, people, and objects as if they were physically present.</p>
Learning Outcomes	<p>Knowledge</p> <p>The functionality of VR and possibilities of application in e-retail</p> <p>Skills</p> <p>Understanding VR and the possibilities that can offer</p> <p>Competences</p> <p>Technical understanding</p>
Theoretical Part	<p>Virtual Reality, often called VR, is a reality in that users will immerse themselves in the use of specific devices in a specially designed or simulated environment. Currently, VR technology can be used to train medical personnel, some VET schools are using it to teach practical skills to students or the most known use - video games. In e-retail, it is often used to create 3D versions of the products possible to view in 360°, virtual try-on or showrooms.</p> <p>Virtual reality is a revolutionary technology that creates a computer-generated simulation, enabling individuals to immerse themselves in a three-dimensional environment and engage with it using specialized electronic devices. Unlike conventional forms of media like movies or video games, VR goes beyond mere observation, enabling users to actively participate in the virtual world and replicate real-life encounters. This heightened level of immersion provides a one-of-a-kind and enthralling experience for users, making it an invaluable tool for e-retailers seeking to elevate their customers' shopping journeys. A simple yet effective way of doing it is by offering a 360° view of the product with a virtual showroom that allows to view the product in the customer's space or virtual try-ons that let them try on the clothes.</p> <p>From a technical standpoint, there are many factors to consider. First and foremost the experience you want to offer to the</p>

customers (some examples below) will also dictate what technologies you will be able to use. The interactive showroom might not require any additional hardware from a customer, but a VR showcase of a product in action will require a VR headset that for an average person is going to be a high entry price.

In regards to VR headsets, there are two types, they in turn will determine the level of mobility that the customer will have. Tethered headsets require a connection to a computer to offer high-quality graphics and immersive experiences but limit the user's movement due to the physical connection. This setup is more suitable for stationary experiences. The computer connected to the headset needs to be powerful to have the ability to generate high quality images based on movements of the person in the headset. On the other hand, standalone headsets provide greater freedom of movement as they are not tethered to a computer. These devices have built-in processors and storage, allowing users to enjoy virtual reality experiences without being tied down by cables. Standalone headsets are ideal for activities that require mobility, such as virtual tours.

Moreover, some virtual reality systems may incorporate additional accessories to enhance the overall experience. These can include motion controllers that enable users to interact with objects in the virtual world, haptic feedback devices that provide tactile sensations, or even full-body tracking systems for a more realistic representation of movements.

Virtual reality is most often associated with video games, where a player can take the place of the main character and with the use of controllers fight monsters, solve puzzles or discover new places in fantasy kingdoms. While this is the most common use many professions are adapting VR to design new products, test in a safe environment or teach new skills in a safe environment – this is most used in the automotive sector or in medicine.

The automotive industry is using VR to virtually build prototypes in early design and engineering reviews to check the possibilities and troubleshoot. BMW, for example, uses VR to visually check designs in 3D spaces before commissioning expensive prototypes – it's not only safer for the drivers and people involved in testing the machines but saves the environment since fewer materials are used when there are changes made in schematics. Additionally, it cuts costs for the company, which can be used in other branches.

Healthcare workers, surgeons in particular, can use virtual reality to practice surgery on virtual bodies, helping them to familiarize themselves with new devices and gain proficiency in implanting them. Medical students can learn various skills by practising in virtual environments or learning on 3D models of anatomy created from many real imagining. VR is also used as a treatment for mental health issues, as Virtual Reality Exposure Therapy proved to be effective in treating Post-Traumatic Stress Disorder and anxiety by using Cognitive-behavioural therapy, exposure therapy or other methods.

The real estate market is using virtual reality to showcase properties from the comfort of your home. Real estate companies can render a 3D view of the properties they have that then can be viewed from any perspective without making appointments and saving everyone time. Clients can focus on viewing only the properties they know they want. When designing new homes or buildings, they can be viewed in 3D VR spaces before the building starts.

When it comes to e-retail, several types of virtual reality can be utilized to enhance the shopping experience. The first type is virtual showrooms. This involves creating virtual replicas of physical stores where customers can virtually browse and explore products. By doing so, customers can experience the look and feel of the physical store, even from the comfort of their own homes.


Another type of VR for e-retail is a virtual try-on. This allows customers to virtually try on products such as clothing, accessories, or even makeup before making a purchase. By using body tracking technology, customers can see how a product fits and looks on themselves, reducing the uncertainty of online shopping and increasing confidence in their purchasing decisions.


Furthermore, VR can also be used for virtual product demonstrations. This type of VR allows customers to experience a product in action before buying it. For example, a customer can virtually test drive a car, try out a home appliance, or even explore the interior of a house for sale. By providing this level of interaction and experience, e-retailers can effectively bridge the gap between the physical and digital worlds.

The use of VR in e-retail offers numerous benefits for both e-retailers and customers. First and foremost, VR offers a more engaging and immersive shopping experience. By allowing

	<p>customers to interact with products virtually, they can better understand their features, functionalities, and overall appeal. This, in turn, increases customer satisfaction and the likelihood of making a purchase.</p> <p>VR also helps overcome the limitations of online shopping, such as the inability to physically touch or try on products. By offering virtual try-on or showrooms, e-retailers can provide customers with a more accurate representation of products, reducing the risk of dissatisfaction and the need for returns.</p> <p>However, like any emerging technology, there are challenges associated with the use of VR in e-retail. The cost of implementing VR systems and the associated hardware can be a significant barrier for both small and large e-retailers. Additionally, VR requires a certain level of technical expertise, making it difficult for businesses without the necessary resources to adopt this technology.</p> <p>Furthermore, the lack of standardization and compatibility across VR platforms can also pose challenges. Since there are various VR devices available in the market, e-retailers must ensure their VR experiences are compatible with different platforms, leading to additional development and maintenance costs.</p> <p>From the standpoint of the customer, VR solutions might limit access to virtual showrooms or virtual try-on, as not every device will be compatible with VR solutions, as devices needed to access these technologies need to have high specifications and a lot of computing power.</p>
<p>Case study/success story</p>	<p>Country: Poland</p> <p>Name of Case Study/Success Story: Cinematic VR – metaverse experience at your fingertips</p> <p>Link to Case Study: https://cinematicvr.pl/en/metaverse-experience-triumph-2/</p> <p>Short description</p> <p>Cinematic VR is a company in Poland that delivers VR & AR solutions – in the VR sphere, they offer solutions for presentations, and training (for both hard and soft skills).</p> <p>They also offer <u>Metaverse-like</u> experiences available to users from the browser level. The most recent example is for company Triumph for their collection “Comfort My Way” Cinematic VR</p>

	<p>designed an interactive web experience that was available to everyone with a laptop, tablet or smartphone and an internet connection. The interactive showroom takes users into the world of the brand Triumph, allowing them to participate in immersive workshops or see the brand's newest collection.</p> <p>The showroom had multiple points of interest where interactive activities were held – all virtually. All experience was narrated and included quizzes, videos and curiosities from the world of fashion.</p> <p>As part of the project, they created a virtual catalogue of products, they were scanned using 360 image technology allowing users to see the product from all sides.</p>
<p>Additional Resources (video, YouTube, links etc.)</p>	<p>Title of Resource: How virtual reality tricks your brain</p> <p>Resource Code: 3.1</p> <p>Introduction to the resource:</p> <p>A video showcasing possibilities of virtual reality and how it tricks our brains into believing that virtual is real</p> <p>Link to resource:</p> <p>https://www.youtube.com/watch?v=ybyib5pAq7Y</p> <p>Title of Resource: VR Applications: 23 Industries Using Virtual Reality</p> <p>Resource Code: 3.2</p> <p>Introduction to the resource: An article giving a quick look at how various industries are implementing virtual reality</p> <p>Link to resource:</p> <p>https://virtualspeech.com/blog/vr-applications</p> <p>Title of Resource: 3 Ways Virtual Reality Will Transform eCommerce</p> <p>Resource Code: 3.3</p>

	<p>Introduction to the resource: An article detailing how virtual reality can be used in e-retail specifically, showcasing examples of virtual showrooms, visualization of products or VR online stores</p> <p>Link to resource:</p> <p>https://www.toptal.com/insights/innovation/3-ways-virtual-reality-transforms-ecommerce</p>
<p>Images</p>	<p>Free, High Definition</p> <p>Where we can find/download them</p> <p>https://www.freepik.com/free-photo/augmented-reality-composition-with-computer-generated-perceptual-information_42629804.htm#page=4&query=virtual%20reality&position=19&from_view=search&track=ais</p>  <p>https://www.freepik.com/free-photo/business-conference-vr-office_38258892.htm#page=5&query=virtual%20reality&position=37&from_view=search&track=ais</p>

	
<p>References</p>	<p>https://www.bigcommerce.com/articles/ecommerce/virtual-reality-ecommerce/</p> <p>https://www.pocket-lint.com/what-is-vr-virtual-reality-explained/</p> <p>https://www.softwaretestinghelp.com/what-is-virtual-reality/</p> <p>https://www.youtube.com/watch?v=akveRNY6Ulw</p>

Module 4: Artificial intelligence

Introduction

Short Summary

This module of the e-SELLER training program is dedicated to artificial intelligence (AI). The module provides a definition for AI and elaborates on the effect that AI has on human life and business sectors as well as includes a short history background of its development. It presents the main components and types of AI and explains the benefits and the challenges of AI use in a business environment. Finally, it links the developed content with the e-retail sector, explaining how it will be benefitted from AI and with what has to cope in order to fully exploit the potential of this advanced technology.

Learning Outcomes

Knowledge

The learners are expected:

- to comprehend what AI is;
- to identify the main AI components and types;
- to acknowledge which sectors will be more affected by the AI use;
- to conceive the opportunities and challenges derived from AI use;
- to perceive the way AI use can be linked with e-retail and the outcomes of its use in this context.

Skills

The learners are expected to acquire the following skills:

- understanding of AI concepts;
- comprehension of AI applications.

Competences

The learners are expected to acquire the following competences:

- familiarization with technology jargon;
- adaptability to advanced technology requirements;
- awareness about AI benefits and challenges;
- ability to detect the suitability of AI aspects for e-retail;
- development of a continuous learning mindset.

Theoretical Part

General Information

Artificial intelligence (AI) is an emerging technology that experience rapid development, thus having an increasing effect on every aspect of human life. According to John McCarthy (2004), AI is “the science and engineering of making intelligent machines, especially intelligent computer programs. It is related to the similar task of using computers to understand human intelligence, but AI does not have to confine itself to methods that are biologically observable”. It constitutes a field where the combination of computer science and robust datasets lies, aiming to facilitate problem-solving processes. It includes deep and machine learning as its sub-fields, consisting of AI algorithms that aim at the development of expert systems, with which classifications or predictions are feasible using input data.

Even though the very first idea of “a machine that thinks” originates from ancient Greece, from 1950 and onwards the concept and the technology advanced significantly as a result of electronic computing. Some milestones of the development of artificial intelligence include:

- 1950: the paper titled ‘*Computing Machinery and Intelligence*’, written by Alan Turing explores a possible response to the question “Can machines think?” and presents the controversial Turing Test that determines whether a computer can demonstrate intelligence similar to the human one or not.
- 1956: introduction of the term “artificial intelligence” by John McCarthy & the development of the Logic Theorist Later, the first AI software, by Allen Newell, J.C. Shaw, and Herbert Simon.
- 1997: the Deep Blue, developed by IBM, won a chess match with Garry Kasparov, the world champion at the time
- 2011: IBM’s Watson in 2011 competed at the *Jeopardy!* TV-show
- 2016: DeepMind's AlphaGo program competed with a champion Go player in a five-game match.
- 2023: various large language models (e.g., ChatGPT, etc.) enhanced AI performance and potential within the business environment.

	<p>Research indicates that AI consists of five main components: learning, reasoning, problem-solving, perception, and language. In more detail:</p> <ul style="list-style-type: none"> - Learning <p>A variety of learning forms lie in AI, the simplest of which are memorization (learn by trial and error) and generalization (utilize past experience).</p> <ul style="list-style-type: none"> - Reasoning <p>Reasoning refers to reaching a proper conclusion for a specific situation and has been successfully integrated into computer programs.</p> <ul style="list-style-type: none"> - Problem-solving <p>Problem-solving refers to a systematic search among various potential actions with the aim to meet a foregone objective or reach a solution.</p> <ul style="list-style-type: none"> - Perception <p>Perception is used to describe scanning the environment through either natural or artificial sensory means in order to disintegrate it into discrete objects within the space, requiring a complex analysis as each object is differently perceived depending on environmental factors.</p> <ul style="list-style-type: none"> - Language <p>Language in computer programs seems to have the capacity for a fluent response to human language conventions, although being unable to fully understand and emulate it yet, in principle.</p> <p>Regarding its influence, AI can be a life-changing factor, either a positive or a negative one, and its impact is undoubtedly widely spread. In the career field, for example, AI provides professional growth opportunities, so employees with AI skills and respective knowledge will be preferred in the future, as these will be the most in-demand ones for plenty of future career fields including data science, machine learning, and robotics. AI can be applied to a variety of business sectors, which are expected to be affected and become increasingly dependent on it, including education, finance, healthcare, manufacturing, marketing, and transportation. It is also expected that AI will bring changes to the retail sector in a way that will be explored later in this module. In general, AI is highly</p>
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important as it contributes to complex tasks automatization, decision-making and problem-solving processes optimization, as well as efficiency enhancements in a variety of sectors.

Types & use of AI in e-retail

Currently, there are plenty of developments in the AI field that pointed out the need for the classification of its types. More specifically, there are seven (7) of them. More specifically, they are 1) *Artificial Narrow Intelligence*, which is constrained to very specific actions and not able to independent learning, 2) *Artificial General Intelligence*, which is designed to simulate humans in terms of learning, thinking, and performing, 3) *Artificial Superintelligence*, which has the potential to exceed human knowledge and capabilities, 4) *Reactive Machines*, which have the ability for real-time reactions in line with external stimuli, while is not able to memorize or store information for future reference, 5) *Limited Memory*, which has the ability for knowledge storage and, consequently, for its use for learning and training to cope with tasks in the future, 6) *Theory of Mind*, which can perceive the emotions of humans and be responsive to them as well as accomplish tasks of limited memory machines, and 7) *Self-aware*, the ultimate AI type, which can recognize emotions as well as perceive intelligence both of itself and humans. The first three are capability-based types, related to the way AI learns and to the extent this knowledge is applied, while the last four are functionality-based types, related to the application way of AI learning capabilities in data processing, its stimuli response, and its interaction with the environment.

In the context of e-retail, the most suitable types of AI are Artificial Narrow Intelligence (ANI), Limited Memory, and Reactive Machines. ANI, at first, can be exploited variously, such as in customer service (e.g., chatbots), product customization (e.g., recommendation systems for personalized suggestions), and inventory management (e.g., automatization systems), leading to the enhancement of the overall customer experience, promptness and accuracy of response to customer requests, and optimization of product suggestions in line with customer preferences and browsing history. In the case of Reactive Machines, despite their capability limitations, they can be useful for their promptness in responses to customer requests, order tracking, and

troubleshooting at a basic level due to their ability to handle plenty of inquiries at the same time, to assist customers timely and to limit the burdens on customer service operated by humans. Finally, Limited Memory AI systems could be used in e-retail for customer behavior analysis, predictive analytics, and demand forecasting, leading to the identification of customer patterns and trends and anticipation of their needs, as well as the optimization of inventory levels and the facilitation of retailers' decision-making process.

It is important for retail businesses with an online presence to implement AI properly. This could be realized by creating a respective strategy with concrete objectives related to what the business anticipates from AI use, applying AI use cases in line with the overall business strategy, seeking advice on AI use from third-party experts, and finally integrating AI as a full-scale solution upon familiarization with its use.

As far as the actual use of AI in e-retail, there are plenty of applications. More specifically:

- Pricing

AI could facilitate pricing decision-making based on large data sets. It allows a real-time combination of internal and competitive pricing with inventory data, thus ensuring deploying of a dynamic pricing strategy, based on customers' behaviors on the website and tailored to their needs.

- Fraud Prevention

AI can provide efficient fraud prevention strategies to e-retailers through the analysis of millions of online global transactions for the identification of possible irregular and suspicious ones and the prompt creation of complex rules aiming at the prevention of their adverse consequences, reducing revenue loss and securing credit acceptance.

- Synthetic Media

Personalization is an important benefit of AI in e-retail, as it allows the recommendation of the right products to the right customers. An AI-driven personalization aspect is synthetic media; namely, images, videos, sounds, or any content form generated, edited, or synthesized using AI, aiming at customers' engagement and retention. It leads to the automation of content production as well as cost and time consumption reduction.

- Intelligent Product Recommendations

AI can be used for product recommendation on retail websites, tailored to customers buying needs, via searching that imitates human interactions and using big data to influence customer choices based on previous purchases (behavioural recommendations), searched products (content similarity recommendations), and online browsing habits (shopper-focused recommendations).

- Virtual assistance with chatbots

AI-driven chatbots already became mainstream for e-retail and help with the shopping experience in various settings (B2B, D2C, or B2C). Their role is the customer service representative one, responding promptly to requests or facilitating the shopping process through information and tips, aiming at reaching high scalability, optimal data collection, and constant empowerment of the user experience.

- Inventory Management

AI promotes efficient inventory management in line with the market demand and helps avoid idle stock. Automated AI-powered robots store or retrieve stocks in a warehouse constantly and, at the same time, handle online orders. Additionally, AI-enabled inventory management takes into consideration existing sales trends, projected/anticipated changes in market demands, and potential supply-related issues that affect stock levels.

Benefits of AI use

AI has managed to exceed the limitations of conventional computer operations and functions, thus facilitating human life through its seamless performance and its ability to emulate the way that humans handle various tasks. As a result, the use of AI is advantageous and has an undoubted effect in various settings. The following are some ways in which AI use could be generally proved beneficial:

- Constraint of human errors

With proper programming, AI systems avoid making errors, as the respective models are developed through predictive analysis, so there is no scope for errors. Consequently, AI contributes to

	<p>accurate and efficient time and resource management, leading to respective results.</p> <p>In e-retail, AI can contribute to minimizing human errors in processes such as order fulfillment, inventory management, and product shipping.</p> <ul style="list-style-type: none"> - Automatization of repetitive tasks and processes <p>The use of AI allows the automatization of various repetitive tasks including data gathering and input, customer service, email responses, testing of software, invoicing, etc., so people will have the time to focus on other tasks that demand their attention and capabilities.</p> <p>In e-retail, AI can analyze previous sales data, customer demand patterns, and market trends, thus helping stock level optimization, streamline logistics, and set optimal pricing to maximize profitability while ensuring customer satisfaction. Additionally, plenty of repetitive tasks (e.g., processing customer inquiries, managing product listings, and analyzing customer data) can be undertaken by AI, thus allowing the allocation of human resources elsewhere where, it could be more meaningful in order to improve overall customer service, engagement, and shopping experience.</p> <ul style="list-style-type: none"> - Processing Big Data with ease <p>Exploiting AI skills and algorithms contribute to Big Data handling and to reaching conclusions while saving time. AI can quickly perceive and extract the necessary data for analysis as well as follow the procedures of interpretation and transformation for further data processing.</p> <p>In e-retail, AI can handle large amounts of data generated from transactions with customers, website analytics, and social media interactions.</p> <ul style="list-style-type: none"> - Promptness and facilitation of decision-making <p>AI is capable of collecting information that is both reliable and valuable in a quick manner. Utilizing its capabilities as well as significant algorithms allows the consolidation of data and predictions. Finally, decision-making promptness is facilitated due to the constant availability of AI systems.</p> <p>In e-retail, AI can facilitate decision-making and optimize marketing campaigns, product suggestions, and pricing strategies.</p>
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- Online assistants' provision

AI use in the form of chatbots contributes to streamlining human resources allocation in customer service regarding routine topics and plain queries. Chatbots operate in a smart way while dealing with customers and their requests, which are handled timely and accurately. Siri and Alexa are two notable examples of AI voice assistants.

- Constant availability

Systems based on AI are always available and accessible when needed and at any given time. So, their productivity is never-ending, unlike humans' one. The way AI systems are programmed allows workflow time extension and facilitates the implementation of recurrent and dull tasks.

The constant availability of AI systems in e-retail can enhance customer service, ensuring a seamless shopping experience even outside of regular business hours.

Overall, the integration of AI in e-retail can contribute to the sector's competitiveness in a rapidly evolving market.

Challenges of AI use

In 2020, a Deloitte survey pointed out that AI implementation is accompanied by various challenges in the business environment of different sectors. Companies often face some of the following challenges:

1. Insufficient understanding

Managers often omit the transformative effect of AI tools on business opportunities, so their better understanding is significant enough for them. So, performing analysis on AI applications with a critical mindset could be proved crucial for it.

2. Strategy deficit

The lack of a proper strategy for AI can prevent businesses from its efficient implementation. A strong team with relevant skills as well as external consultation could help overcome this challenge.

3. Unavailability of data

	<p>Plenty of companies that experience data deficit fails to work efficiently and implement AI properly. As AI is useful in the preparation of data handling and in data processing, skills for data management and use are crucial for generating business value.</p> <p>4. AI skills gap</p> <p>Due to the increasing need for employees with AI skills, their deficit becomes a challenge for companies that implement AI in their business practices. In addition, reskilling or upskilling existing employees is also a challenge in order to avoid the cost- and time-consuming hiring of new ones only to perform AI-related tasks.</p> <p>5. Cost and time</p> <p>High costs and a lot of time are required for making a company AI-ready, which may lead to reconsidering its use. However, companies should invest time and money in implementing AI and, consequently, be highly benefitted from its use in the future.</p> <p>6. Trust issues</p> <p>Difficulty in understanding AI algorithms and technology and their use leads to mistrust in their usefulness to create business value. So, creating a work environment that allows smooth AI implementation is lenient.</p> <p>7. Cybersecurity & ethics</p> <p>Cybersecurity becomes increasingly important for companies. Besides, several aspects of their operation remained online after COVID-19. Therefore, taking proper measures against cyber threats is imminent, especially as AI is integrated into everyday business practices. Moreover, the vast issue of the ethical use of AI becomes a burning one for any company, as a breach of ethics could hinder work progress and business development and have serious repercussions. So, companies need to follow any relevant legislation.</p> <p>In conclusion, at first, companies need to understand these challenges and analyze them in order to develop a strategy for their digital transformation and AI implementation and, at the same time, address them aborning.</p> <p>In the context of e-retail, there are several challenges needed to be addressed in order for respective businesses to successfully implement AI and to overall grow. More specifically, data privacy is</p>
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a major issue considering that AI algorithms utilize a large amount of customer data to provide personalized services that are prone to privacy and data protection breaches. So, e-retail businesses should operate complying with the respective data protection regulations. Another AI-related challenge is the job loss risk for retail employees due to the automatization of many business processes, although AI contributes to new job opportunities, for example in AI development or data process and analysis. An also significant challenge is the nature of data handled by AI, considering if it is biased or not because in the first case, it could lead to discriminatory and unfair treatment of specific customer groups by AI algorithms. Finally, customer trust is equally challenging regarding using AI in e-retail for data processing and making purchases. Therefore, businesses implementing e-retail should be transparent about AI use and ensure the accuracy and fairness of the algorithms used.

Conclusion

AI is about to revolutionize the retail sector. Personalized marketing will be dominant, allowing the creation of marketing campaigns in line with customer needs, thus affecting conversion and driving sales. Moreover, AI is expected to affect supply chain management by transforming the way of inventory management, preventing stock shortages, distributing products from stock to customers properly and punctually, and helping reduce cost as well as waste. Furthermore, AI can contribute to the improvement of both the overall customer and the online shopping experience by providing 24/7 virtual assistance as well as targeted product recommendations and minimizing cart abandonment rates. Finally, AI could also improve the in-store shopping experience by utilizing AI-powered technologies such as augmented reality (AR) and virtual reality (VR) that will help e-retailers increase customer engagement and drive sales.

The bottom line is that considering both the opportunities and the challenges derived from AI use in e-retail, the potential positive impact of it is too great to ignore, as the future of retail seems to be intertwined with AI use in an e-retail setting.

<p>Case study/success story</p>	<p>Country: USA</p> <p>Name of Case Study/Success Story: Amazon's Alexa voice shopping</p> <p>Link to Case Study:</p> <p>https://www.amazon.de/b?ie=UTF8&node=28247736031</p> <p>Short description</p> <p>Alexa is an AI-powered virtual assistant that Amazon, the US-based retail giant, has developed. Alexa utilizes AI for providing voice-based interaction with the user and performing a variety of tasks. As far as customer service, Alexa provides information in line with customer needs, thus saving time for searching for shopping.</p> <p>More specifically, Alexa can help the user create a shopping list, provides recommendations in line with Amazon's user rating system and information on great deals on the company's website, fills out the Amazon cart, and helps with the checkout. Alexa also makes suggestions based on the user's order history, tracks orders, confirms delivery dates, and notifies the users about them. After the delivery completion, Alexa allows rating the products received in order to provide invaluable feedback to other customers. Alexa realizes all these functions through voice commands by the user.</p>
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**Additional
Resources**
(video, YouTube,
links etc.)

Title of Resource: AI In Retail 2023 - Future Of Shopping

Resource Code: 4.1



Introduction to the resource:

By watching this video resource, the users will be able to have useful insights about how AI application will shape the future of retail sector. More specifically, the video elaborates on the following five (5) cases of AI use in retail sector: cashierless checkout, inventory management, detection of suspicious activity, customers experience, and optimization of store layout. Thus, the users will have the opportunity to realize why AI use is such an innovative factor for retail operations.

Link to resource:

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

Title of Resource: Top 5 Ai Tools To Make Ecommerce Dropshipping Easy!

Resource Code: 4.2



Introduction to the resource:

This video resource provides information about 5 online AI-powered tools that facilitates e-commerce and can be applicable to e-retail businesses. More specifically, the following tools are presented:

- Mokker, a tool that adds AI-generated background to product images to make them more attractive for customers;
- Wisecut, a tool that utilizes AI & voice recognition for videos editing, creating jump cuts, subtitles, background music, etc. automatically;
- Holler, an AI-based tool that provides deeper insights into customer feedback;
- Tweetify, an online tool that turns articles and blogs into social media posts using AI;
- YouTube & Article Summary powered by ChatGPT, a web-browser extension that allows summarizing online articles and YouTube videos using ChatGPT.

Using these tools a retail business will be able to simplify some of its functions, thus saving time and money.

Link to resource:

<https://www.youtube.com/watch?v=fRGC3OpNbbI>

Images



Image source:

<https://www.freepik.com/search?ai=exclude&format=search&query=ai%2C%20ecommerce&selection=1&type=photo>



Image source:

	https://www.freepik.com/search?ai=exclude&format=search&query=ai%20retail&selection=1&type=photo
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Module 5: SEO

Introduction Short Summary

The term SEO is an abbreviation of the phrase "Search Engine Optimization". It is the process of increasing the quantity and quality of traffic to your website through "organic" search results.

The essence of SEO lies in understanding your business's own audience since searches on search engines such as Google or Bing are made by real people.

By understanding what they are searching for, and especially what words they are using to ask their questions, you can easily provide them with the right answers, connect with them much more effectively, and at the same time get noticed by the search engines.

The above process is for the so-called organic results and is quite different from the process of ranking paid ads, in the respective searches.

Learning Outcomes

Knowledge

The learners are expected to:

- ✓ acquire knowledge of search engine algorithms and ranking factors
- ✓ analyze data
- ✓ earn knowledge about technical SEO
- ✓ gain proficiency in information architecture
- ✓ acquire knowledge of CSS and HTML
- ✓ learn what word and keyword research is

Skills

The learners are expected to acquire the following skills, they will:

- ✓ develop their communication skills
- ✓ learn to handle social media and their effectiveness
- ✓ develop their critical thinking
- ✓ learn about the benefits of time management

Competences

The learners are expected to acquire the following competences, they will:

- ✓ have the ability to solve problems

	<ul style="list-style-type: none"> ✓ the chance to experiment ✓ sharpen their entrepreneurial skills ✓ learn to adapt in the different changes of the SEO environment ✓ learn to collaborate with nearly every department in an organization
<p>Theoretical Part</p>	<p>What is it</p> <p>Is the process of optimizing the structure, content and technical features of a website to make it friendly to users and search engines</p> <p>The aim is to rank a website in the highest positions of the internet search engine results, in order to increase the number of visitors to the website, both qualitatively and quantitatively.</p> <p>Types suitable for e-retail</p> <p>On Site SEO</p> <ul style="list-style-type: none"> • Processes of optimizing the structure, content and technical features of a website to make it friendly to users and Google search engines • Optimizing an On-Page or On-Site website contains many techniques, some of them are optimizing the speed, security and code of a website <p>Off Site SEO</p> <ul style="list-style-type: none"> • We refer to the actions of building external links (back links) to a website, in order to rank it in higher positions in the organic (natural-non-advertising) results in Google search engines <p>Technical SEO</p> <ul style="list-style-type: none"> • It focuses on the architecture of your website or the backend • It pays special attention to the loading speed, the structure of internal links (URLs), the headers and meta-data of the pages, the degree of optimization of images, the user experience and of course mobile friendliness. <p>International SEO</p> <ul style="list-style-type: none"> • Improves your website's organic traffic from different areas and languages

	<ul style="list-style-type: none"> • If you want to succeed at international SEO, you must cater to your target market's cultural context and allow them to make transactions in their currency and language • International SEO aims to create a good online experience for your target audience <p>Local SEO</p> <ul style="list-style-type: none"> • It helps the business become more visible in local search results on Google • Helps businesses reach the local audience by analyzing their behavior through trillions of searches • Local business has the opportunity to rank higher in the search results and the local map pack at the same time • Helps grow your business and increase traffic to your website <p>E-commerce SEO</p> <ul style="list-style-type: none"> • E-commerce SEO is one of the best ways to get traffic by paid search, but the SEO costs are much less. • It helps create your online store website to rank higher whenever someone searches for a product or service. • Increase traffic to your business website <p>Content SEO</p> <ul style="list-style-type: none"> • It refers to creating unique content, be it writing, graphics, or videos, to structure your website, ranking it higher in SERPs. • Three things must be considered while working with content SEOs - copywriting, site structure, and keyword strategy. • It's equally important to check the content after publishing as that before publishing. • Make necessary changes, add new products, and apply several strategies to broaden the reach of your website. <p>Mobile SEO</p> <ul style="list-style-type: none"> • Mobile SEO is a term used to describe optimizing a site for search engines while simultaneously ensuring that it is viewable properly on devices like mobiles and tablets • If a customer has a bad experience with a brand on their mobile phone, they may never return.
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- If you want your clients to have the best possible experience, you need to apply this type of search engine optimization.
- It's important to ensure that your site's style, structure, and page speed don't make mobile users change their minds.

Factors playing a role in SEO

- ❖ Each of the elements of on-page, off-page and technical SEO plays its own role in the appearance of your website in search engines
- ❖ From time to time and depending on changes in algorithms, the weight of each factor may vary
- ❖ In the chart below, you will find the most important parameters that Google's algorithm considers when ranking pages

How SEO works

- ❑ All major search engines categories the various websites in the results they display, depending on the keyword or phrase that each user is searching for
- ❑ The purpose remains the same: to offer the most relevant websites to each user, based on their search
- ❑ SEO focus on 2 very important factors

1. **Relevance**, and it concerns the relevance between the word or phrase a user is searching for and the content of a web page

2. **Authority**, and is calculated based on how popular a site is on the internet

- ❑ SEO optimizations aim to enhance the relevancy and authority of a site so that it offers quality and useful content to users, appears in the highest search engine positions and consequently enjoys higher organic traffic

Benefit of use

1. Brings Organic Search Traffic to your Website
2. Generates Leads Cost-Effectively
3. Increases Brand Awareness
4. Gets You Ahead of the Competition
5. Optimizes Your Website for Mobile Users
6. Builds Trust
7. Improves All Your Other Marketing Strategies
8. Gets People Into Your Brick and Mortar

- Organic results are free, in the sense that they appear in search engines without you paying any money
- Organic results attract not only more users, but mainly visitors who are actually interested in your site, since they have managed to find you by typing in keywords that are directly related to your product or service
- However, with 95% of users never making it to the second page of Google, it's important that your site appears in the top positions, and indeed the higher it is, the more people will see it
- A website that ranks in the top results inspires credibility, and is much more likely to receive the coveted click
- SEO is essential to bring more, higher quality, and free traffic to your site
- The performance depends on the fact that if you already have quality content and a website with a good technical infrastructure, then you can see results in 6 to 12 months
- SEO is a process that requires intensive engagement, frequent updates to your strategy and of course constant updates around the latest developments and practices

Challenges of use

1. Google algorithm changes

Google changes its search algorithm multiple times per year, which can affect organizations' website traffic. The changes typically reward high-quality content relevant to its main keyword phrase. However, the algorithm evaluates many variables - including content links, site speed and content thoroughness - and many marketers that attended inbound said they have struggled to keep up with the changes.

"From March until now, we've seen a 20% drop in organic traffic across all our clients, which is a little concerning," said Gracie DeSantis, an inbound marketing specialist at Vye marketing agency. "It's like, 'Is it something we're doing as an agency?' I think a lot of it is the [algorithm] updates." (<https://www.techtarget.com/searchcontentmanagement/feature/Top-4-SEO-marketing-challenges>)

Marketing teams can't control the Google algorithm, but they can control how they respond to it. Organizations looking to improve

their SEO strategies should not only stay on top of what Google publicly says about its algorithm but also build a strong brand to develop authority in their markets.

In a session called "What's Next: How to Navigate Marketing Around Search and Social Algorithms," Neil Patel, co-founder of NP Digital marketing agency, explained that Google's algorithms favor established brands, and therefore, marketers should view brand-building as an SEO strategy.

(<https://www.techtarget.com/searchcontentmanagement/feature/Top-4-SEO-marketing-challenges>)

To build a strong brand, organizations can offer free online tools, Patel said. Free tools, such as plagiarism checkers or calorie calculators, tend to generate a lot of brand queries on Google from people that want to use the tool, and this can boost an organization's brand authority and SEO ranking.

2. Artificial intelligence

Almost every industry uses AI in some way, and marketing is no exception. Although AI-powered SEO tools can help marketers find alternate keywords and generate anchor text variations, they often struggle to produce complex content on their own.

"It's hard to get AI to write an entire article nowadays, because [the technology] is just not there yet," said Dale Bertrand, founder and president of Fire&Spark marketing agency. "What we've found is it will just go off in the wrong direction." (<https://www.techtarget.com/searchcontentmanagement/feature/Top-4-SEO-marketing-challenges>)

Despite its inability to write full articles, AI can still help writers create content. For instance, it can generate title tags, subheads and other bits of content that writers can edit, add to and build on.

"It used to be that whenever I wrote an article, I would choose a keyword, write an outline, then write the article," Bertrand said. "Now, I prompt a tool with a keyword, and then it suggests more keywords and questions that I should be using in my headings, and it will suggest sentences and paragraphs. Then I have to have a human edit it."

(<https://www.techtarget.com/searchcontentmanagement/feature/Top-4-SEO-marketing-challenges>)

Additionally, marketing teams can use AI to generate what Bertrand calls "efficient content." That could include comparison

pages, templates or FAQs, where the AI can do a better job generating that type of content, Bertrand said. (<https://www.techtarget.com/searchcontentmanagement/feature/Top-4-SEO-marketing-challenges>)

3.Slow results

SEO strategies can help organizations increase site traffic, but results can take months to manifest. These strategies involve many factors, such as content quality and quantity, page authority and site UX, all of which take time to develop.

4.Too many tools

SEO tools can streamline processes such as keyword research, but an overabundance of tools can hinder productivity. For example, an SEO strategist may use one tool for keyword research, one for performance tracking and another for web crawling. When software stacks include too many siloed tools, users may experience frustration as they toggle between the various apps.

"It can be overwhelming," Godsey said. "One of the things that I've had to do over the years is pare down all the resources I'm using." (<https://www.techtarget.com/searchcontentmanagement/feature/Top-4-SEO-marketing-challenges>)

To optimize an SEO software stack, marketing leaders should first identify any feature duplication. For example, an organization may pay for a standalone keyword research tool but also have a web crawler tool with its own keyword research capabilities. In this case, marketing leaders could eliminate the standalone tool. Also, marketers may choose to replace all or most of their siloed tools with an SEO software suite to improve their software set's UX.

Over time, search engine algorithms have become increasingly sophisticated and more difficult to manipulate with shortcuts such as keyword stuffing. For success, marketers must keep up with algorithm changes, create high-quality content and build their brand authority. AI tools can help streamline the content creation process, but editors must steer them in the right direction. Additionally, SEO marketers should develop a long-term strategy and optimize their SEO software set.

Case study/success story

Country: Ukraine

Name of Case Study/Success Story: Vodafone Retail SEO Case Study – Organic Traffic Growth by 54.22%, Non-Branded Traffic Growth by 99%

Link to Case Study: <https://netpeak.net/blog/vodafone-retail-success-story-organic-traffic-growth-by-54-22-non-branded-traffic-growth-by-99/>

Short description

The Client

- Vodafone Shop is an online platform of the Vodafone company. As the leading mobile operator in Ukraine, Vodafone serves 18.8 million subscribers

- This company has successfully implemented social projects and improved 4G network coverage.

Not only that, Vodafone has also developed an online store that offers a wide range of smartphones, laptops, tablets, TVs, smartwatches, and other gadgets and accessories

- Vodafone Shop is a newcomer to the market of electronics and accessories. The challenge of promotion was that the niche of electronics, technologies, and accessories is quite saturated.

There are several competitors, including both large marketplaces and narrow-niche retailers.

The Challenge

Our goal was to increase search traffic and therefore, sales

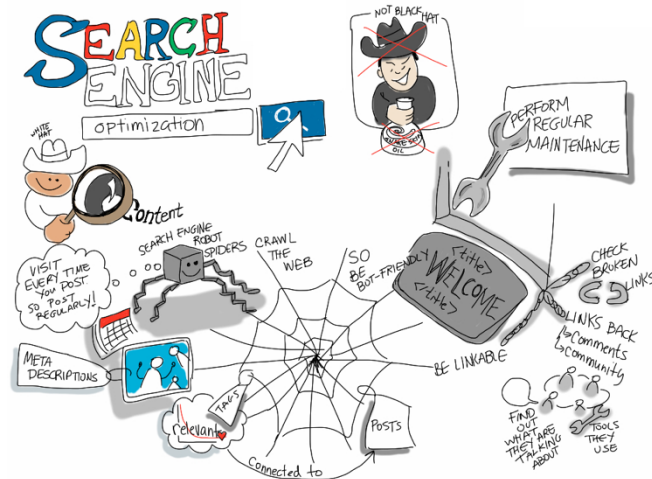
Objectives:

- 1.increase targeted organic traffic
- 2.increase the visibility of Vodafone Shop for non-branded queries
- 3.improve the search ranking of priority categories

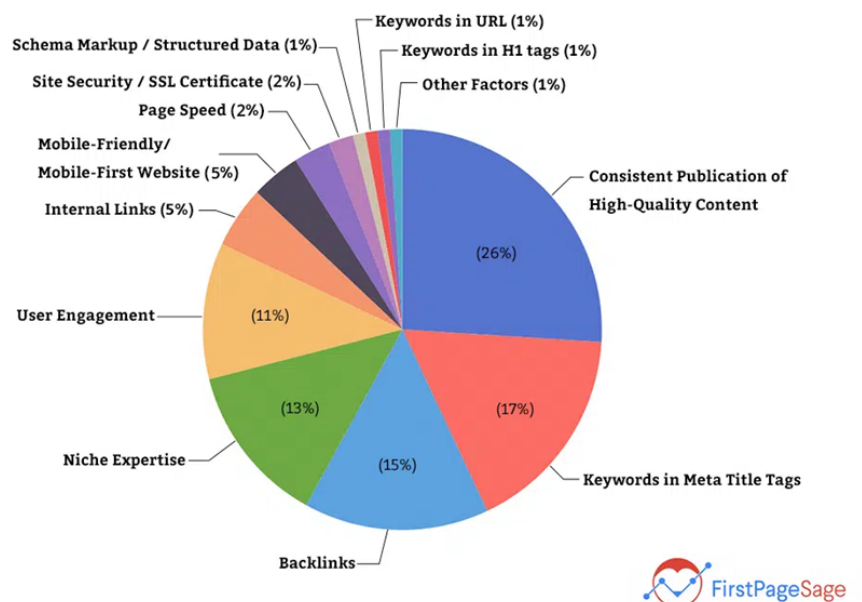
The tasks were divided into several categories:

	<p>1. Technical SEO:</p> <p>fix critical errors on the website, set up website change detection and monitoring on the both the main website and competitor websites</p> <p>2. Content: perform website content optimization (i.e., texts, h1 tags, title tags, meta description tags)</p> <p>3. Structure: create an optimized website structure, prevent unnecessary pages from indexing, expand the filter structure</p> <p>4. Off-page SEO: high quality link building</p> <p>5. Analytics: prepare analytical tools to measure results and monitor KPIs.</p> <p>Case study – Solution</p> <p>1. Before initiating the project, we created a forecast of the search traffic growth. Then started working to meet the KPI targets for traffic management</p> <p><i>The forecast included:</i></p> <ul style="list-style-type: none"> • calendar for category page optimization • branded traffic forecast • final forecast <p>2. All necessary technical SEO tasks were completed</p> <p>3. Data analytics were set up. To track results with ease, we created a Google Data Studio report on the main KPIs</p> <p>4. Website content was optimized via the following steps:</p> <ul style="list-style-type: none"> • optimized title tags and description meta tags for category pages and filters according to seasonality and priority analysis by Vodafone Retail Ukraine • provided technical requirements for texts on the Vodafone Retail Ukraine blog <p>5. Link building was performed through a few different strategies:</p> <ul style="list-style-type: none"> • crowd-marketing by posting links on forums and in comments • purchased links at link exchange systems • outreach by identifying thematic websites and asking webmasters to post links
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	<p>Case study – Results</p> <ol style="list-style-type: none"> 1. They successfully carried out the plan from May 2020 to April 2021 2. In the second half of the year, the technical requirement implementation slowed down. This reduced the dynamics of organic traffic growth. Despite the difficulties, the plan was implemented by 100.27%. 3. They increased non-branded traffic from 39% to 55.71%. 4. Non-branded traffic increased by 98.88% from April 2020 to April 2021 5. Total organic traffic increased by 54.22% from April 2020 to April 2021
<p>Additional Resources (video, YouTube, links etc.)</p>	<p>Title of Resource: SEO For Beginners: A Basic Search Engine Optimization Tutorial for Higher Google Rankings</p> <p>Resource Code: 5.1</p> <p>Introduction to the resource: This tutorial shows you the basics of search engine optimization to rank your website high on Google and is aimed at beginners</p> <p>What will you get from using this resource? Beginners will learn the uses and benefits of the seo and the challenges and risks to be aware of</p> <p>Link to resource: https://www.youtube.com/watch?v=DvwS7cV9GmQ</p>
<p>Images</p>	<p>Free, High Definition</p> <p>Where we can find/download them</p> <p>https://el.wikipedia.org/wiki/%CE%92%CE%B5%CE%BB%CF%84%CE%B9%CF%83%CF%84%CE%BF%CF%80%CE%BF%CE%AF%CE%B7%CF%83%CE%B7_%CE%B3%CE%B9%CE%B1_%CF%84%CE%B9%CF%82_%CE%BC%CE%B7%CF%87%CE%B1%CE%BD%CE%AD%CF%82_%CE%B1%CE%BD%CE%B1%CE%B6%CE%AE%CF%84%CE%B7%CF%83%CE%B7%CF%82</p>



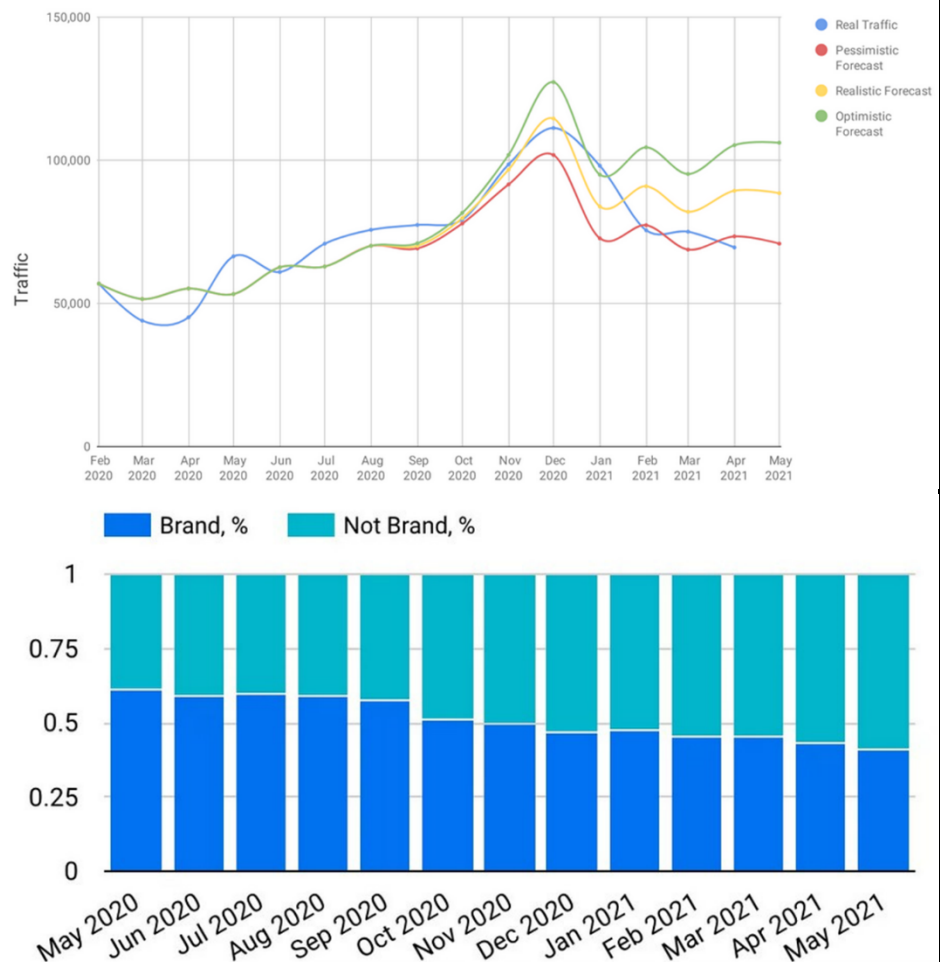
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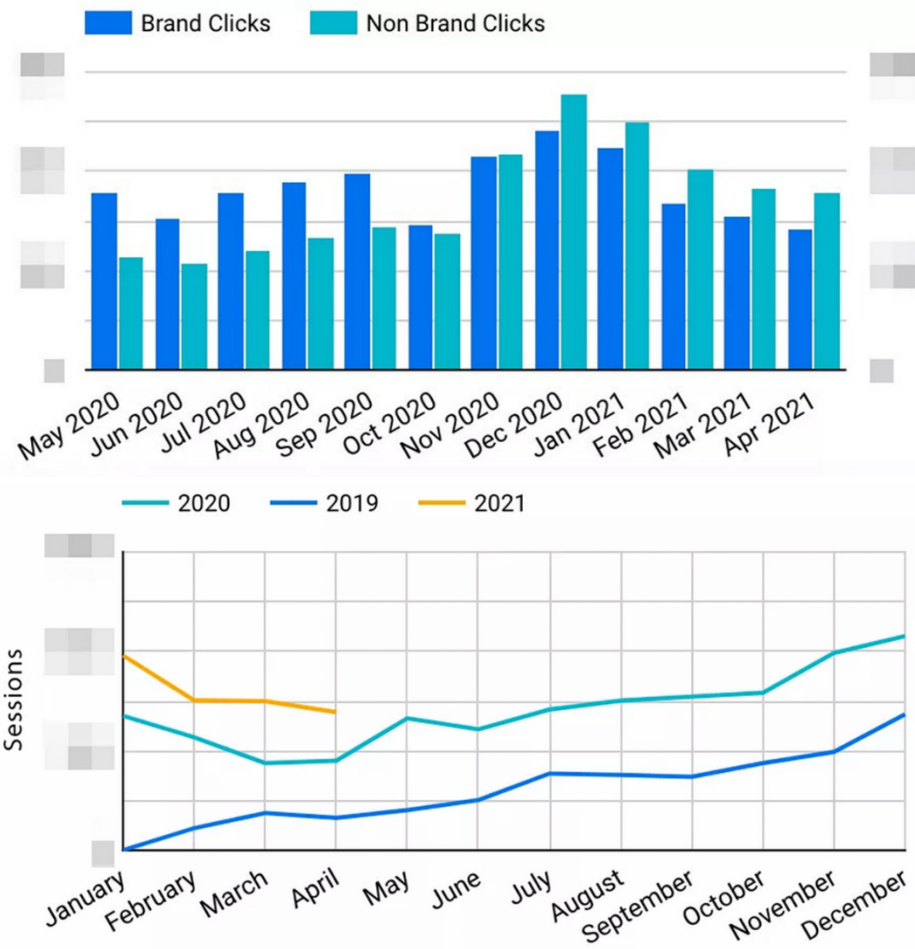


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<https://netpeak.net/blog/vodafone-retail-success-story-organic-traffic-growth-by-54-22-non-branded-traffic-growth-by-99/>



	 <p>Brand Clicks Non Brand Clicks</p> <p>May 2020 Jun 2020 Jul 2020 Aug 2020 Sep 2020 Oct 2020 Nov 2020 Dec 2020 Jan 2021 Feb 2021 Mar 2021 Apr 2021</p> <p>2020 2019 2021</p> <p>Sessions</p> <p>January February March April May June July August September October November December</p>
<p>References</p>	<p>https://el.wikipedia.org/wiki/%CE%92%CE%B5%CE%BB%CF%84%CE%B9%CF%83%CF%84%CE%BF%CF%80%CE%BF%CE%AF%CE%B7%CF%83%CE%B7_%CE%B3%CE%B9%CE%B1_%CF%84%CE%B9%CF%82_%CE%BC%CE%B7%CF%87%CE%B1%CE%BD%CE%AD%CF%82_%CE%B1%CE%BD%CE%B1%CE%B6%CE%AE%CF%84%CE%B7%CF%83%CE%B7%CF%82</p> <p>https://www.techtarget.com/searchcontentmanagement/feature/Top-4-SEO-marketing-challenges</p> <p>https://blog.wedia.gr/ti-einai-seo</p> <p>https://www.simplilearn.com/main-types-of-seo-techniques-in-digital-marketing-article</p>

	<p>https://ca.indeed.com/career-advice/career-development/seo-skills</p> <p>https://searchengineland.com/essential-seo-skills-388876</p> <p>https://netpeak.net/blog/vodafone-retail-success-story-organic-traffic-growth-by-54-22-non-branded-traffic-growth-by-99/</p>
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Module 6: Marketing Automation

Introduction Short summary

Marketing automation is a type of software that enables companies to effectively target customers with automated marketing messages across channels including email, websites, social media and text messages to generate sales leads. The technology is a segment of customer relationship management (CRM) and is typically used by marketing departments to remove repetitive tasks from staff workflows and increase overall marketing efficiency.

Learning Outcomes

Knowledge:

- have more information about the tools that can help to improve customer loyalty,
- know how to use advanced technological tools to support marketing and sales automation activities,
- gain knowledge about the role of SEO in the ecommerce market,
- know the main trends and factors influencing the choice of online shopping.

Skills:

- describe how to use the marketing automation to keep customers engagement and build the long-term relationships,
- describe the processes and tools using by automated marketing in eCommerce,
- explain the impact of marketing automation on streamlining companies' workflows,
- present the most common and useful automated marketing strategies,
- present the main benefits which marketing automation delivers to your business,
- refer how it helps to collect and analyze a huge data amount.

Competences:

- raise awareness on customers needs in your business,

	<ul style="list-style-type: none"> • manage and implement the solutions offer by marketing automation, • value a sense of responsibility for your own actions in your business, • develop customer services by using marketing automation.
<p>Theoretical Part</p>	<p>Marketing automation uses software to automate monotonous marketing work. Marketing departments can automate repetitive tasks such as email marketing, social media posting, and even ad campaigns - not just for the sake of efficiency, but also to provide a more personalized experience for their customers. The technology behind marketing automation makes these tasks faster and easier to do.</p> <p>When we look at the shared challenges faced by businesses, we know that generating leads and keeping customers engaged throughout their journey remain top of mind. Along with these goals, businesses face an explosion of data being collected, but struggle to put it to use. Marketing automation software can help overcome these challenges by putting data to work by streamlining our workflows. Most businesses consider marketing automation a middle-of-the-funnel tool, ideal for nurturing leads through automated email sequences. And while email marketing is a great use for marketing automation, this approach can lead to a disjointed experience for prospects and customers as they move from marketing to sales, to customer service. Prospects are forced through an imaginary sales funnel with arbitrary touchpoints and irrelevant content. Instead of reacting to individual customer needs, businesses serve up the same playbook on repeat. However, automated marketing strategies should be deployed across the customer lifecycle. E-retail businesses of all sizes can benefit from the kind of software and platforms available today, which are made precisely with the needs of ecommerce businesses in mind.</p> <p>The top benefits of marketing automation for ecommerce:</p> <ol style="list-style-type: none"> 1. Save time for your team. <p>Say goodbye to time-consuming, repetitive tasks and say hello to automated workflows that can save you time eventually. 43% of marketers implement marketing automation strategies with the</p>

primary goal of 61 optimizing productivity. By automating certain marketing tasks, much less manual work is required to reach segmented audiences at the right time across multiple channels. In addition, marketing automation software collects and analyzes all your data and generates reports that allow you to identify areas to focus on and refine your strategy accordingly

2. Eliminates human error

Another benefit is that it reduces the risk of human error. Manual work can be tedious, which means more mistakes can happen. Even the most dedicated and conscientious marketer can sometimes make costly mistakes (such as sending an email to the wrong customer list). With automated tools configured properly, you can put ongoing email sends on autopilot and send them at the right time without adding extra work

3. Improves customer retention

Marketing automation tools help improve customer engagement by sending the right message at the right time based on customer behavior. Most consumers believe personalization makes them more likely to make a purchase on a brand's website.


4. Marketing automation buys you time for optimization.

The time you save with marketing automation gives you more time to focus on current and future campaigns. What does this mean for you? Now that your daily tasks are done and running on autopilot, you can afford to look at the "big picture" and focus on your overall strategy instead of getting bogged down in details. You can also take advantage of the advanced testing tools that marketing automation platforms offer.

Automated marketing in e-retail includes processes such as:

- automatic replies and email notifications,
- customer targeting based on data from online surveys and automated data collections,
- creating and managing social media campaigns,
- creating referrals and programs for partners,
- creating events (for example webinars, videos, or multimedia),
- accepting and processing electronic payments e. g. "BLIK", Polish method of online payments,

	<ul style="list-style-type: none"> • creating interactive applications that enhance user interaction with the business, • creating ads, coupons, and other promotions, • using AI (Chatbot) for communication with customers.
<p>1 Case study/success story</p>	<p>Country: Poland</p> <p>Increasing sales through marketing automation optimization–BADURA company case</p> <p>https://estrategie.pl/badura-marketing-automation-case-study/</p> <p>BADURA S.A. is one of the leading Polish manufacturers of premium footwear.</p> <p>The company aimed to improve the efficiency of their online sales process. After analyzing the online sales process, they decided to implement four marketing automation tools that had the greatest potential for achieving their goals. After testing, the following solutions were implemented:</p> <ul style="list-style-type: none"> • advanced approach to recovering abandoned carts, • expansion of marketing automation with additional growth channels, • low-level segmentation of recipients, • collection of behavioral data, • effective building of their own newsletter subscriber base, • dynamic web push notifications, • email marketing. <p>The implementation of marketing automation yielded the following results:</p> <ul style="list-style-type: none"> • 138%: increase in conversion rate among individuals targeted by marketing automation activities, • 139%: increase in average revenue per message recipient, • 231%: improvement in the open rate of abandoned cart messages compared to the average open rate, thanks to user segmentation and personalized subject lines,

	<ul style="list-style-type: none"> • 40%: improvement in click-through rate for messages received by recipients, • 38%: decrease in the unsubscribe rate from the subscriber list. <p>The marketing automation process contributed to an overall increase in the number of products sold.</p>
<p>Additional Resources (video, YouTube, links etc.)</p>	<p>Marketing automation - course</p> <p>Resource Code: 6.1</p> <p>This is a course for people who want to learn what marketing automation is and how to utilize it. The course consists of 20 lessons. It is a great choice for anyone who wants to familiarize themselves with the process and expand their knowledge of marketing automation.</p> <p>https://www.youtube.com/playlist?list=PLm2mvTaM9Mk1RANutFh_3lXe8jzaKZmDQ</p>
<p>Images</p>	 <p>https://www.freepik.com/free-photo/programming-background-with-html_36238383.htm#query=marketing%20automation&position=13&from_view=search&track=ais%22%3EFreepik%3C/a%3E</p>

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Module 1: Time Management

Introduction Short summary

Time management is a critical skill that is of great importance in today's fast-paced and demanding world. It's about using our time effectively to achieve our goals, accomplish tasks and live a balanced life. Efficient time management allows us to be more productive, reduce stress and gain more control over our lives.

In modern society, we are often faced with a multitude of commitments, whether professional, educational or personal. Time management offers us the opportunity to organize and prioritize our time in a meaningful way. By setting clear goals and dividing our time between the most important tasks, we can prevent ourselves from getting lost in unimportant activities and distracted from our real goals.

A good time management strategy also includes the ability to plan effectively and realistically assess our time resources. By creating schedules and to-do lists, we can focus on what needs to get done while allowing buffer time for unforeseen events.

However, time management does not just mean getting work done, but also scheduling time for rest and leisure. By consciously allowing ourselves time off and finding the balance between work and leisure, we can avoid burnout and promote our physical and mental health.

In this introduction, we will explore the basic principles of time management, learn proven techniques and tools, and develop strategies to use our time more efficiently and balance our lives. Effective time management can help us get the most out of our lives and achieve our goals.

Learning Outcomes

Knowledge:

1. understanding the basic principles of time management: knowledge of the basic concepts and techniques of time

management allows to understand the importance of prioritization, planning and organization of tasks.

2. knowledge of time management tools and methods: Learning and understanding various time management tools and methods helps develop efficient strategies to better use time and accomplish tasks more effectively.

3. knowledge about time thieves and distractions: Identifying and understanding time thieves and distractions enables minimizing them and strengthening focus on important tasks.

Skills:

1. scheduling and prioritization: the ability to create effective schedules and set priorities helps to organize the workload and complete important tasks in a timely manner.

2. goal setting and goal tracking: The ability to define clear goals and actively pursue them promotes a goal-oriented approach to tasks and increases motivation.

3. self-organization and self-management: The ability to organize oneself, plan effectively and use one's time productively supports an efficient way of working and reduces stress.

Competencies:

1. time awareness: The ability to consciously perceive and proactively use one's time to get the most out of any situation.

2. flexibility and adaptability: the competence to flexibly adapt to changing schedules and priorities helps to better cope with unforeseen events and challenges.

	<p>3. efficient decision making: The ability to make quick and informed decisions supports the effective use of time and reduces time wasted due to procrastination or uncertainty.</p> <p>By acquiring this knowledge, developing these skills, and strengthening these competencies, individuals can improve their time management skills and lead more productive and balanced lives.</p>
<p>Theoretical Part</p>	<p>Subchapter including the following:</p> <p>Time management refers to the ability to effectively use available time to complete tasks, achieve goals, and live a balanced life. It involves setting priorities, creating schedules, developing productive habits, and identifying time thieves to increase personal efficiency.</p> <p>To get better at time management, there are some important steps to follow:</p> <ol style="list-style-type: none"> 1. self-reflection: start by analyzing your current time habits and patterns. Identify which activities make you more productive and which distract you from your goals. 2. set clear goals: Define your short- and long-term goals. This will help you focus your time on those tasks that contribute to the achievement of your goals. 3. prioritization: be aware of which tasks are urgent and important and do them first. Avoid wasting time on unimportant activities. 4. create schedules and to-do lists: plan your days and weeks in advance to create a clear structure and make sure you keep track of all important tasks. 5. delegate and say "no": learn to hand over tasks and free yourself from unnecessary obligations in order to focus your time on the essential things.

	<p>6. avoid multitasking: focus on one task at a time, as multitasking often leads to inefficient work and distraction.</p> <p>7. use technology: discover time management tools and apps that can help you organize your tasks and better manage your time.</p> <p>8. breaks and rest: Give yourself regular breaks to maintain your energy and concentration. Adequate rest is critical for long-term productivity and well-being.</p> <p>By incorporating these strategies into your daily routine and continually working on them, you can improve your time management skills and live a more effective and fulfilling life.</p>
<p>Exemplary scenarios</p> <p>They will contain a work-based scenario with an issue that has to be resolved by the application of a soft skill.</p>	<p>Scenario 1: Customer support in e-retail</p> <p>Time management problem: A customer support team member in an e-retail company is struggling to keep up with the high volume of calls and email requests from customers. The workload is enormous and it is difficult to answer all the requests on time and process them efficiently.</p> <p>Application of soft skills: the employee can use soft skills such as prioritization, communication and stress management to overcome the problem in time management. By prioritizing incoming requests and focusing on the most urgent and complex cases, he can use his time more efficiently. Clear and concise communication with customers can help avoid misunderstandings and reduce processing time. In addition, the employee can use stress management techniques to cope with work pressure and remain productive.</p> <p>Application of soft skills: the team can use soft skills such as teamwork, time planning and decision making to solve the time management problem. Effective teamwork allows tasks to be delegated and makes the most of each team member's strengths.</p>

	<p>By carefully scheduling and creating a detailed project plan, key milestones and deadlines can be established to ensure all tasks are completed on time. When making decisions, the team should also prioritize and focus on those aspects that are most important to the successful product launch in order to use time and resources efficiently.</p> <p>By applying these soft skills, both e-retail scenarios can be successfully managed and time management is improved to increase productivity and efficiency.</p>
	<p>Scenario 2: Product launch in e-retail</p> <p>Time management problem: An e-retail company is planning the launch of a new product, and the team is under enormous time pressure to complete all preparations on time. The tasks are numerous and complex, and there is a risk that important steps will be overlooked.</p> <p>Application of soft skills: the team can use soft skills such as teamwork, time planning and decision making to solve the time management problem. Effective teamwork allows tasks to be delegated and makes the most of each team member's strengths. By carefully scheduling and creating a detailed project plan, key milestones and deadlines can be established to ensure all tasks are completed on time. When making decisions, the team should also prioritize and focus on those aspects that are most important to the successful product launch in order to use time and resources efficiently.</p> <p>By applying these soft skills, both e-retail scenarios can be successfully managed and time management is improved to increase productivity and efficiency.</p>

<p>Additional Learning Resources (video, YouTube, links etc.)</p>	<p>Title of Resource: Create more relaxed</p> <p>Resource Code:1.1</p> <p>Introduction to the resource: Youtube video with detailed instructions to work more effectively.</p> <p>What will you get from using this resource? 10 tips to create more</p> <p>Link to resource: https://www.bing.com/videos/search?q=lerninhalte+to+time+management&&view=detail&mid=AD797EA6B7E3CF00BB03AD797EA6B7E3CF00BB03&&FORM=VRDGAR&ru=%2Fvideos%2Fsearch%3Fq%3Dlearningcontent%2Bto%2Btime%26FORM%3DHDRSC4</p>
	<p>Title of Resource: Time management in e-commerce: Best practices for online store owners.</p> <p>Resource Code: 1.1</p> <p>Introduction to the resource: Online article with best practices from online store operators</p> <p>What will you get from using this resource?</p> <ul style="list-style-type: none"> - Why effective time management increases your turnover - Software and app solutions for time recording - Effective time management through strategic planning - Efficient customer communication - The art of prioritization - Outsourcing - Time management in social networks - Optimization of the order fulfillment process - Timely preparation for seasonal peaks

	<p>- Time management with WooCommerce</p> <p>Link to resource:</p> <p>Time management in e-commerce: Best practices for online store operators - MarketPress</p>
<p>Images</p>	<div data-bbox="598 533 1037 891">  <p>Zeitmanagement im Handel Auf diese Weise können Sie Ihr Zeitmanagement optimieren</p> </div> <p>https://www.bing.com/images/search?view=detailV2&ccid=M2bu5tuw&id=F70B992A65DDDF7086555FC3272362285A549088A&thid=OIP.M2bu5tuwQF_FDc795nD75gHaFj&mediaurl=https%3a%2f%2fwww.companyschop24.de%2fratgeber%2fwp-content%2fuploads%2f2018%2f12%2fZeitmanagement-im-Handel-e1552984407803.png&cdnurl=https%3a%2f%2fth.bing.com%2fth%2fid%2fR.3366eee6dbb0405fc50dcefd670fbe6%3frik%3dighJpYUiNly%252fa%26pid%3dimgRaw%26r%3d0&exph=600&expw=800&q=+zeitmanagement+im+e-retail&simid=608038593656221870&FORM=IRPRST&ck=1CFEB6C15FCE308221161A782C18BE83&selectedIndex=0</p> <div data-bbox="574 1444 1042 1803">  <p>TOP 5 Zeitmanagement</p> <ul style="list-style-type: none"> Timeboxing Paragrouping Pseudotechnik Eisenhower-Matrix Batching </div> <p>https://www.bing.com/images/search?view=detailV2&ccid=FeHwRid%2b&id=8F39F103D43194088B471DBE8F530ECDB0466FA5&thid=OIP.FeHwRid-gjlkPGt4rke6qQHfI&mediaurl=https%3a%2f%2fth.bing.com%2f</p>

	<p>h%2fid%2fR.15e1f046277e8232243c6b78ae47baa9%3frik%3dpW9GsM0OU4%252b%252bHQ%26riu%3dhttp%253a%252f%252fklei.nhirm.eu%252fwf-content%252fuploads%252f2017%252f10%252fZeitmanagement.png%26ehk%3dbINAUu9qoo4rZ%252be2UWN4A8pUOL%252beuBNEOn%252bWxdX3jfo%253d%26risl%3d%26pid%3dlmgRaw%26r%3d0&exph=946&expw=1256&q=+zeitmanagement+im+e-retail&simid=608016212571079852&FORM=IRPRST&ck=6CB859672F8C6DFE8270E0FA3455C368&selectedIndex=3</p>  <p>https://th.bing.com/th/id/OIP.wlsxmmfrLcJpsNNTuHTzeAHaFj?w=210&h=180&c=7&r=0&o=5&pid=1.7</p>
References	<p>Zeitmanagement – Wikipedia</p>

Module 2: Stress Management

Introduction

Short summary

Stress has become an integral part of our lives, especially in our demanding world. It affects us physically, mentally, and emotionally, impacting overall human functionality. For these reasons, stress management has become a required soft skill in the contemporary era. The module provides valuable insights, practical methods, and work-based scenarios that will help the readers efficiently deal with work stress. In addition, the extra resources will operate as valuable assets to expand capacity on stress management and support e-retailers to relieve from everyday demands.

Learning Outcomes

Knowledge

The learners are expected:

- to define the concept of stress
- to describe the causes of stress
- to identify the physical, mental, emotional, and cognitive symptoms of stress
- to name and explain stress management methods.

Skills

The learners are expected to acquire the following skills:

- application of stress management techniques
- following a personalized stress management plan
- interpretation of stress symptoms.

Competences

The learners are expected to develop the following competencies:

- adaptability and adjustment of the stress management strategies to each demanding situation
- resilience to stress through stress management techniques
- emotional management.

Theoretical Part

General Information

According to World Health Organization, stress is a state of mental tension and worry. It is a natural and normal response to an external cause. It occurs when people recognize a situation as threatening and challenging.

Stress can be triggered by several factors, called stressors. Each individual construes every situation differently, according to their unique experiences. So, everyone corresponds to the situations differently.

For a deeper understanding, it would be helpful to define stress as a spectrum, where at the one end is “eustress” and at the other end “distress”. So, stress can be productive and positive too. More specifically, the term “eustress” is used to describe the positive aspect of stress that can motivate someone to meet challenges. On the other end, the negative aspect of stress causes overwhelmingness.

When someone feels threatened or in danger, the human body responds automatically with the so-called “fight-or-flight” response. Physical responses are triggered by the release of stress hormones, especially adrenaline and cortisol. These hormones enable the human body to react to a threatening or challenging situation.

Among the most common stressors are responsibilities, difficulties, workload, health issues, environmental factors, financial problems, relationships with others, and changes in everyday routine.

It is important to state that the response to a stressful situation varies from person to person. In general, stress affects people both physically and mentally. The most common physical effects are headache, muscle tension, chest pain, stomachache, increased heart rate, rapid breathing, and sweating. As stress affects mental and emotional well-being, among the most usual respective symptoms are depression, anger, irritability, mood swings, difficulty in concentration, increased sensitivity, disorientation, memory problems, and loss of objectivity. These responses may be associated with mental health conditions, so it is important to seek advice from healthcare experts in case these symptoms persist for a long period of time.

Stress also affects the cognitive processes that impact individuals' way of thinking and perceiving information. Stressed people may show signs of memory problems, decreased decision-making abilities, negative thinking patterns, and difficulties in concentration. The duration, as well as the intensity of these issues, may vary depending on the individual and the stress factor.

When stress becomes a chronic situation, it can lead to significant long-term effects on both physical and mental health. Therefore, chronic symptoms should be managed effectively. Individuals who face analogous symptoms should seek support from healthcare professionals to develop effective strategies to address these effects.

As a result, stress management is a necessary soft skill for dealing with stress efficiently. It refers to a variety of self-care techniques for dealing with stressors and reducing the harmful effects of stress. It entails identifying the sources of stress, comprehending the body's reactions to it, and implementing techniques to reduce stress and create balance.

Stress management development techniques

It is significant to note that effective stress management is a lifelong process that requires practice and commitment. The techniques described in this module can contribute to living a more healthy and balanced life.

- Deep Breathing

Deep breathing is one of the easiest and quickest ways to reduce stress. This technique calms the body and reduces stress in just a few minutes. To implement the deep breathing technique, it is necessary to:

- Locate a quiet and comfortable place;
- Close the eyes;
- Take regular breaths;
- Inhale deeply and slowly;
- Imagine a beautiful landscape while deep breathing for further calmness and relaxation.

To be more efficient, this technique should be practised daily for at least 10-20 minutes, once or twice.

In the e-retail context, deep breaths could be proved a beneficial technique for retailers. It would help them become more concentrated and goal-oriented, while it allows to get deeper insight into the situation. Also, the transferability of the practice allows its implementation in several environments.

- Time Management¹

Time management is the cornerstone of a successful business. This technique creates a sense of control and reduces procrastination. In fact, stress can be reduced by prioritizing tasks and optimizing time usage.

To achieve effective time management, an individual should consider following the steps below:


- **Prioritization**
Identify and prioritize the daily tasks according to their importance, emergency, and deadline.
- **Scheduling**
It is recommended for individuals plan the upcoming week on Sunday. A practical way for weekly task scheduling is their prioritization at midweek when creativity and energy levels are higher. Meetings should be preferably scheduled on Thursdays while planning and networking on Fridays and Mondays.
- **Time allocation**
According to the Pareto Principle, 80% of any outcome has derived only from the 20% of the effort for it. With this principle, we can save time from working and accomplish more in a shorter time.
- **Set boundaries**
By setting limits on obligations and responsibilities, individuals can create more free time and prioritize other activities relevant to their general goals. It is important for employees, both individually and as a team, to know their actual free time before scheduling meetings and persist in keeping those boundaries. Also, it should be avoided to undertake tasks that are not aligned with your goals and create more pressure.

¹ Time Management is analysed in more detail in module 1.


	<ul style="list-style-type: none"> • Take breaks The human brain cycles between higher and lower alertness every 90 minutes. After this period, the mind draws on emergency reserves of energy in order for any individual to continue with his/her work. Scheduling a break every 90 minutes could help an individual stay focused and productive throughout the day. <p>Regarding e-retail, time management would benefit retailers in many aspects of their work life. They could manage to effectively track their customer's orders and provide high-quality services to them. Furthermore, it allows more time for handling other business aspects, such as marketing promotions that would add value and visibility to the business. Finally, we should highlight that by following time management e-retailers could focus on their business development, researching new trends, partnerships, and growth opportunities.</p> <p>- Maintaining work-life balance</p> <p>A balance between working hours and personal life is crucial for a retailer as much as for any employee in any sector. It helps maintain overall well-being, reduces stress, and boosts productivity. Maintaining a balanced life enhances job satisfaction and improves interpersonal relationships. To practice work-life balance, e-retailers could consider the following steps:</p> <ul style="list-style-type: none"> • Establish a routine Sticking to a daily routine that includes time dedicated to work, personal life, and self-care would minimize the impact of stress on daily life. • Establishing supportive and collaborative relationships with colleagues A supportive network of colleagues could contribute to managing work responsibilities efficiently through trust and collaboration. The support of the working team would result in setting realistic expectations, establishing a positive work environment, also, saving time and energy to enjoy personal life and activities. • Disconnection from technology It would be beneficial to limit exposure to work-related notifications outside of work to connect with people, engage in recreational activities, and spend quality personal time.
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	<ul style="list-style-type: none"> • Focus on personal well-being Adequate sleep, a balanced diet, regular exercise and personal time are key factors that can efficiently reduce stress. <p>By achieving a work-life balance, retailers would ensure reduced stress levels and high productivity, both personally and professionally.</p> <ul style="list-style-type: none"> - Focus on your strengths <p>Focusing on the strengths and possibilities of the business is a technique that can be used in case of anxiety. For, example, checking on customers' positive reviews or their engagement can provide valuable insight into the strengths of a business. Those strengths can be leveraged for further growth.</p> <p>An e-retailer could use the feedback received by the customers and provide analogous material on social media, increasing the business's success.</p> <ul style="list-style-type: none"> - Inventory and content management <p>In the direction of reducing and avoiding stress, several management methods can be implemented. First, retail inventory management is the process of ordering, handling, and storing the stock, ensuring that everything is recorded. By using this approach, e-retailers can meet customer demands, save time and record their tasks, ensuring the smooth functioning of their business.</p> <p>Furthermore, content management systems provide valuable assistance to e-retailers to create, edit and publish digital content easily, without further coding knowledge, simplifying the processes and maintaining control over all aspects of the business.</p> <p>Those two methods will enhance e-retailers' control, will assist them in reducing their stress and will reduce the time needed for processes.</p> <p>Concluding, in the context of e-retail, in particular, these techniques would be beneficial for the e-retailers, staff and the operation of any retail business. As the demands of the sector create high pressure on their staff, stress management techniques would help the entrepreneurs to reduce stress levels, assist them in prioritizing their tasks and manage the workload. A stress-free working environment would also benefit the businesses, as the customer</p>
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	<p>service provided would be upgraded and the procedures would be effectively completed.</p>
<p>Exemplary scenarios</p> <p>They will contain a work-based scenario with an issue that has to be resolved by the application of a soft skill.</p>	<p>Scenario 1</p> <p>- The situation</p> <p>Sarah owns a jewellery shop and handles its online counterpart. As an e-retailer, during her working life, she experiences high-stress levels due to her demanding job. Most hours of the day she manages inquiries, contacts suppliers, and handles the orders. Consequently, she rarely checks her emails and works late at night. So, Sarah feels exhausted and overwhelmed and, as a result, she lacks a balance between work and personal life.</p> <p>- Resolution using the stress management skill</p> <p>Acknowledging the problem, Sarah decided to follow specific stress relief steps to address this stressful situation effectively. Firstly, she analyzed her workload and identified which are the most and the less important tasks, prioritizing to initially complete the most emergent of the first ones. In addition, she discussed with her team and allocated tasks, while she informed her clients and suppliers about her working hours. Another method she followed is that she dedicates time to activities she enjoys, such as hobbies and quality time with her family. As she is getting used to her new routine, her satisfaction with her work and life will be increased and she will be living a more fulfilled life.</p>
	<p>Scenario 2:</p> <p>- The situation</p> <p>John manages an online store. Recently, the company that employs him introduced augmented reality (AR) technology to improve customer service. Using this technology, customers can display the furniture they like in their own space, using only the camera of their phones. In order to expand its usage and the offered products at the online store, John conducted meetings with potential partners to promote this new and innovative feature, demonstrating how customers could utilize the AR option.</p> <p>During one of his presentations, an unexpected network failure issue occurred, causing stress to John. His partners started to</p>

	<p>express dissatisfaction with the situation, which contributes to the further increase of John's stress levels.</p> <p>- Resolution using the stress management skill</p> <p>To manage the situation, John suggested to his partners to take a short break. Then, he sought a silent space where he practised deep breathing. He inhaled and exhaled regularly and started to feel relaxed, stronger, and, eventually, relieved. In a noticeably short time, he returned to the meeting hall and having a clean mind effectively restored the network issue. As a result, the meeting was successfully implemented. The partners gave positive feedback to the technological solution, resulting in a successful agreement between the parties involved.</p>
<p>Additional Learning Resources (video, YouTube, links etc.)</p>	<p>Title of Resource: How to protect your brain from stress Niki Korteweg TEDxAmsterdamWomen</p> <p>Resource Code: 2.1</p>  <p>Introduction to the resource:</p> <p>In the short TEDx Amsterdam Women Talk, the speaker, Niki Korteweg, who is a science journalist with a PhD in neurobiology, shares tips and ways to keep a healthy brain, combat stress, and be more productive. By watching this video resource, individuals will better understand the way that the brain responds to stress and will expand their knowledge of strategies that can protect the human brain from stress, aiming to ensure maximum performance and functionality.</p>

	<p>Link to resource:</p> <p>https://www.youtube.com/watch?v=Nz9eAaXRzGg</p> <p>Title of Resource: Transforming Stress into Strength: Nine Practical Ways to Leverage Stress</p> <p>Resource Code: 2.2</p> <p>Introduction to the resource:</p> <p>Since stress is a painful situation for the human body and mind, we need to adopt a different attitude towards it and leverage it in order to improve our performance. The readers will be encouraged to build new mindsets and discover new perspectives and strategies to face stress effectively and turn it to their advantage.</p> <p>Link to resource:</p> <p>https://www.mattrutherford.co.uk/transforming-stress-into-strength-10-practical-ways-to-leverage-stress-in-the-workplace/</p> <p>Title of Resource: 6 Stress Management Health and Wellness Tips for Retailers</p> <p>Resource Code: 2.3</p> <p>Introduction to the resource:</p> <p>Entrepreneurs in the retail sector face stressful challenges, such as economic instability and unpredictability. However, there are strategies to control stress and promote mental well-being.</p> <p>The readers of this post will learn about useful techniques for handling stress in the retail industry.</p> <p>Link to the resource:</p> <p>https://www.lightspeedhq.co.uk/blog/stress-management/</p>
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<p>Images</p>	 <p>Source: Canva Images / fizkes</p>
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<https://www.bigcommerce.com/articles/ecommerce/ecommerce-cms/#-advantages-of-pairing-ecommerce-with-cms-platforms>



Module 3: Emotional (Self-) Regulation

<p>Introduction</p> <p>Short summary</p>	<p>Emotional (self) regulation is the ability to recognize, understand, and manage one's emotions to maintain emotional well-being and respond to situations effectively. In e-retail, it helps individuals navigate challenges and setbacks, allowing them to maintain inner peace and focus on achieving success. Self-regulation, on the other hand, is the ability to manage behavior and emotions in a way that aligns with personal values and goals. It plays a crucial role in leadership, communication, and relationship building in e-retail. Emotional regulation involves understanding and controlling emotions, without disregarding or punishing oneself for feeling them. It is similar to mindfulness, where one focuses on present emotions without judgment. Emotional (self) regulation is important in e-retail as it helps individuals make better decisions, handle conflicts, manage stress, and maintain a positive online presence.</p>
<p>Learning Outcomes</p>	<p>Knowledge</p> <p>Understanding of emotional (self-) regulation and importance in e-retail</p> <p>Skills</p> <p>The ability to implement self-regulation techniques</p> <p>Competences</p> <p>Evaluation of triggering situations and one's emotions</p>
<p>Theoretical Part</p>	<p>Emotional (self) regulation refers to the ability to recognize, understand, and manage one's emotions effectively. It involves the process of regulating and controlling emotions to maintain emotional well-being and respond to situations in a constructive manner. Emotion regulation is essential in e-retail as it allows individuals to navigate the challenges and setbacks that may arise in the (online) business environment. By developing emotional regulation skills, individuals can move forward and not let temporary setbacks hinder their progress towards their goals. It enables them to maintain inner peace and stay focused on achieving success in e-retail.</p> <p>Self-regulation, on the other hand, refers to the ability to manage one's behaviour and emotions in a way that aligns with personal values and goals. It involves making conscious choices and</p>

exercising control over one's thoughts, feelings, and actions. In the context of e-retail, self-regulation plays a crucial role in leadership, communication, and building relationships. It allows individuals to make informed decisions, handle conflicts effectively, and maintain professionalism in their interactions with customers and colleagues. Developing self-regulation skills is vital for success in the dynamic and often fast-paced e-retail industry.

Emotions are a part of everyone's daily life. From waking up, going to work, meeting friends for lunch and going to sleep we feel emotions. We feel at peace when drinking morning coffee. We are happy to celebrate your friend's success. We miss our partner or family when they are away. They might be intense or barely noticeable. Emotional (self) regulation is connected with having high emotional intelligence, understanding that you are in a high emotional state and knowing coping strategies that will help communicate while not allowing emotions to dictate your message.

It's important to point out that emotional regulation doesn't mean not feeling the feelings. It's about knowing what feelings you are feeling, not being overwhelmed by them and knowing how to mitigate the effect of feelings on decision-making and personal interactions. Another difficult point in emotional regulation is the control of one's emotions. Many perceive that negative emotions are bad and punish themselves for feeling them, others not having good life examples of emotional regulation won't know the skills and strategies needed to be effective. In practice, emotional regulation is very similar to the mindfulness concept, where you are you focus on what you are feeling right now, without judgment.

The importance of emotional (self) regulation in e-retail cannot be overstated. Emotional self-regulation gives individuals the ability to think before they act, enabling them to respond to situations more positively and constructively. It helps in managing stress, handling customer complaints, and maintaining a positive online presence. Self-regulation, on the other hand, allows individuals to understand and manage their reactions and responses to various situations. It helps maintain focus, set and achieve goals, and adapt to the ever-changing e-retail landscape. By developing

emotional and self-regulation skills, individuals can enhance their overall performance and well-being in the e-retail industry.

There isn't one way to learn emotional regulation, as it is a process that will have to be ever-present in daily life. There are, however, steps that can be taken to regulate our emotions and later strategies to implement in the long-term regulation.

Some of the steps to regulate emotion while they are active:

1. There is no way to plan for feeling emotions, situations can trigger various emotions without previous signs – what is important as a first “reaction” is to pause and take a breath. This allows us to slow down and create a space between the situation and reaction.
2. Next step will be to pay attention to what you feel in your body – it's important to first notice the physical changes before naming the emotion – as this will allow us to create associations between feelings and reactions. Knowing them will help us with coping strategies in the future as they will be different when feeling sad or angry.
3. After noticing what is our body doing, it's time to put a name on it. It's okay to not know the exact name of the feeling. Feelings are complicated and more often than not they aren't separated from each other. When naming the emotion it's good practice to try to answer the question: why do you feel this emotion and to whom it's towards?
4. After doing a full body scan it's time to accept what we feel. All emotions are equal, none is good or bad, it's the consequences of our actions and responses that might be labelled or judged. This is why it's important to recognise your emotions before responding, especially to a customer or supplier.
5. Last step is also the first step for long-term strategies: to practice mindfulness. Mindfulness is a type of practice that focuses on now, maintaining a moment-by-moment awareness of thoughts, sensations, feelings and the environment around through a non-judgemental lens.

Depending on the reactions to the emotions and type of emotions different long-term strategies will help in emotional regulation. These strategies won't be as easy to implement as some require daily work and changing the general mindset and approach to handling emotions and reactions. However doing so successfully

will result in better emotional awareness, emotional intelligence and emotional regulation.

1. The most important step is to identify and (if possible) reduce triggers. Avoiding all emotions is not possible, it is also not a recommended practice. We also shouldn't be afraid of emotions – they are what makes us humans. That said, there is no need to putting yourself in stressful situations or situations that trigger unpleasant emotions. By identifying triggers that cause them, you can start exploring why they do so and whenever it's possible to reduce their importance. For example as a business owner going through financial statements on meetings brings a lot of frustration and anxiety. It's because while you are a great team leader and decision-maker, math was never your strength, and trying to come up with conclusions and decisions "on the spot". For some realising what triggers the reaction is enough, if that's not the case try implementing solutions: make sure that you are previewing financial reports when nobody is around to avoid triggering the emotional response.
2. Did you ever hear the word "hangry"? It's an informal word that combines the words hungry and angry and it has scientific truth! When we are tired or hungry and we are emotionally triggered our reaction might be bigger or more irrational than it would be normally. Paying attention to physical symptoms and reducing them can change the emotional response.
3. Be nice to yourself and others! In an emotional state, we often tell ourselves that "I'm not good enough" or "I failed again". These responses can heighten our feeling. Instead, acknowledge the emotions that you are feeling but be kind to yourself, encourage yourself by saying "I know what I can do better next time", or "Everyone tries their best". The shift in wording can help in calming down.
4. Our brains like to fill gaps and are pretty good at it too! This is why we are still able to read a sentence even if there are spelling mistakes or fill the gaps in the picture. The same happens in personal relationships and situations. When presented with a reaction (or lack thereof) our brains fill in the gaps of why it is so. This is why we get nervous when in an online meeting a person is not reacting when called: we often feel like we made a mistake, said something bad and

	<p>trying to correct or explain ourselves, where in reality there is a bad connection and the person didn't hear our last sentence.</p> <p>5. Getting angry, sad or frustrated is part of normal life experience and there isn't much to do about feeling these feelings or when they are felt. There is however a lot in choosing how you can react in the triggering situation. When you feel anger rather than snapping at people around you is it possible to try a different approach? Tell them that you are angry, and need a moment to compose yourself and think of a reasonable and logical response.</p> <p>6. Don't be afraid to speak to someone! Trying to manage your own emotions is a hard thing, it requires a lot of emotional intelligence and self-awareness – skills that aren't as easy to develop by yourself. Sometimes the best thing to do is talk through the emotions or situations with someone, it can be your friend, coworker or therapist. Especially with a therapist, as they can help with developing solutions and habits that will be the best suited to you and your situation and learn to better self-regulate your emotions.</p>
<p>Exemplary scenarios</p> <p>They will contain a work-based scenario with an issue that has to be resolved by the application of a soft skill.</p>	<p>Scenario 1:</p> <p>During a normal working day in a shop an angry email comes from a customer accusing the company of not sending the full order and demanding a refund. Using calm language and emotional intelligence, you acknowledge the client and ask them to fill out an order form from which you will be able to gain more information and proceed with the matter.</p>
	<p>Scenario 2:</p> <p>An employee receives negative feedback from a customer regarding late delivery. The employee, using emotional self-regulation techniques, can acknowledge the customer's frustration compassionately and apologize sincerely for any inconvenience caused while looking into the client's order. Instead of being defensive, they can empathize with the customer's disappointment and explain where the delay came from.</p>
<p>Additional Learning Resources</p>	<p>Title of Resource: What is mindfulness?</p> <p>Resource Code: 3.1</p> <p>Introduction to the resource:</p>

(video, YouTube, links etc.)

Mindfulness and emotional self-regulation are close connected. While mindfulness is separate practice and much more than just emotional regulation, it has similar practices integrated that can help with emotional (self) regulation. This article is an introduction to mindfulness, its basic definitions and facts.

Link to resource:

<https://www.mindful.org/what-is-mindfulness/>

Title of Resource:

The Science of Emotion Regulation: How Our Brains Process Emotions

Resource Code: 3.2

Introduction to the resource:

Your brain can activate strong emotions without you being aware of why you feel that way. This video outlines the science behind emotion regulation to help in understanding your emotional reactions.

Link to resource:

<https://www.youtube.com/watch?v=f0oG1J2escU>

Title of Resource:

Cookie Monster Practices Self-Regulation | Life Kit Parenting | NPR


Resource Code: 3.3

Introduction to the resource:

A video that shows the basics of self-regulation and basic techniques to implement when faced with challenging situations. In this video, self-regulation is shown in the example of Cookie Monster from Sesame Street and his relationship with cookies, however, while it's a simple situation it shows that there are situations that are hard to deal with. It also shows some basic techniques that can be implemented to calm down.

Link to resource:

https://www.youtube.com/watch?v=j0YDE8_jsHk

<p>Images</p>	<p>https://www.freepik.com/free-photo/handsome-business-man-working-desk_11982036.htm#query=feelings%20computer&position=11&from_view=search&track=ais</p> <p>https://www.freepik.com/free-photo/frustrated-woman-shouting-her-phone-while-sitting-bed-reading-text-message-she-has-received_25624085.htm#page=3&query=feelings&position=43&from_view=keyword&track=sph</p> 
<p>References</p>	<p>https://www.medicalnewstoday.com/articles/emotional-self-regulation#strategies</p> <p>https://www.betterhelp.com/advice/general/what-is-emotional-regulation/</p> <p>https://www.simplypsychology.org/emotional-regulation.html</p> <p>https://www.anthonypgregg.com/insights/why-self-regulation-is-a-core-characteristic-for-any-good-leader/</p>

Module 4: Communication	
Introduction Short summary	<p>Communication is the act of giving, receiving, and sharing information, in other words, talking or writing, and listening or reading. Good communicators listen carefully, speak or write clearly, and respect different opinions.</p>
Learning Outcomes	<p>Knowledge</p> <ol style="list-style-type: none"> 1. Knowledge of the basic forms of communication 2. Understanding of the main problems and barriers to communication 3. Recognition of the most indicative forms of inter-company communication 4. Understanding of the importance of integrating functional communication into the successful management function <p>Skills</p> <ol style="list-style-type: none"> 1. Distinguishing the main barriers to communication 2. Evaluation of methods of message transmission in business 3. Understanding the key management characteristics for proper and effective message transmission in business operations <p>Competences</p> <ol style="list-style-type: none"> 1. Evaluation of typical forms of communication 2. Identification of the causes that create problems in inter-organisational communication 3. Establishing the appropriate conditions for effective message transmission
Theoretical Part	<p>What is it</p> <p>The aim of the module is to understand the importance of communication, to present the basic forms and problems of communication and to relate it to the ways of successful management.</p> <p>First, it's important to define the actual meaning of communication. Communication is the process that facilitates the actions of management, necessary in the modern horizontal organization of</p>

the company so that all departments are driven in parallel to achieve the goal or goals.

Components of communication in its general sense are the existence of a sender and a recipient in the general sense of the term, the existence of a sender and a receiver and the receipt of a "concept" by the receiver.

For communication to occur the receiver must not only receive signals of any form but must perceive something. The mere transmission of visual, auditory or any other kind of signals is not communication, at least not proper communication.

Finally, it should be made clear that the term communication has a broader and a narrower meaning. In its narrowest sense, the term communication refers to a process i.e. the transmission of a concept (meaning) from one person to another. In its broader sense, the term communication includes the whole process of communication in a certain place, time, or organization. Thus, we speak of communication or more commonly the communications of the business.

The key elements of the communication model are:

- THE TRANSMITTER
- THE CODE OF THE TRANSMITTER
- THE MESSAGE
- THE CHANNELS or TRANSMISSION NETWORKS
- THE RECORDER
- THE RECEIVER'S CODE
- UNDERSTANDING THE MESSAGE (results)

The communication process begins as soon as a transmitter has the desire to transmit a thought, an idea, etc. Then the transmitter encodes what it wants to transmit using a code of words, symbols and gestures to form a message.

With the help of channels (networks), it transmits the message to the receiver e.g., seller to the customer. The receiver receives the message, decodes it, and finally knows, perceives, understands and feels, what the transmitter the receiver wished to convey. Communication usually brings about results, i.e., it affects the

knowledge, desires, thinking, ideology, feelings, emotions, and behaviour of the recipient.

Finally, with the feedback control mechanism, the transmitter is informed about the fate of his message. In the elements of the communication model where we mentioned before, it is good to add the "Noise" which, although it is not a component of the process, it is an important element because without the will of the transmitter and the receiver, it interferes in itself, and affects the effectiveness of the communication, altering the meaning or limiting the receiver's ability to grasp it.

THE TRANSMITTER

It is anyone (person or group) who has the desire or need to transmit to another (person or group) an idea, information, need, expectation, instruction, feeling, etc. All people are both transmitters and receivers.

THE CODE OF THE TRANSMITTER

Whatever the transmitter wants to transmit, it has to convert it into a code (into something recognizable). It has to encode it through a mental process, it has to be converted into words, movements, postures of the body, symbols.

THE MESSAGE

It is the result of the previous mental process of encoding. The message is the physical expression of the meaning. It consists of written or spoken words, movements or postures of the body postures, graphic representations and symbols which may be objects or colours, sounds, aromas, etc. The choice of the above means may be deliberate, accidental, or the result of habit.

EXAMPLE

You want to persuade someone to buy a camera. The main message you need to convey is that the camera is for sale. A sub-message is that it is useful because it can capture important or beautiful moments, or that this particular camera has an advantage over

others on the market, and finally you may want to convey that there are special prices for this period.

THE TRANSMISSION CHANNELS OR NETWORKS

It is the way, the means, through which the message is transmitted. There are several possibilities: verbal, visual, acoustic, touch, etc.

As a salesperson, you can choose a personal contact to present a product or a service or you can send a letter or a commercial (written communication). Generally, communication is more effective when many different channels are used communication.

THE DEVELOPER

This is the person to whom the transmitter directs his message.

But the roles are constantly alternating, (two-way communication)

THE RECEIVER'S CODE

The Receiver with his own code, with mental work decodes the message, i.e., transforms it into meaning.

MESSAGE COMPREHENSION

The Receiver, after decoding the message, is informed, understands, feels, changes ideas, forms an opinion, knows, etc. which is of course the result of the communication. The Receiver must want, feel, understand, feel, think, feel, understand, feel and understand what is the result of the communication to be able to receive the message and understand it in order to have communication.

FEEDBACK

The whole process of communication ends with feedback control (evaluation). The effect that the message has had on the Receiver with the repetition of the process is transferred to the Transmitter with the mechanism of feedback control and this is where the process ends.

How to develop

Understanding the Basics of Communication Skills

Know what communication really is. Communication is the process of transferring signals/messages between a sender and a receiver through various methods (written words, nonverbal cues, spoken words). It is also the mechanism we use to establish and modify relationships.

Have the courage to say what you think. Be confident in knowing that you can make worthwhile contributions to conversation. Take time each day to be aware of your opinions and feelings so you can adequately convey them to others. Individuals who are hesitant to speak because they do not feel their input would be worthwhile need not fear. What is important or worthwhile to one person may not be to another and may be more so to someone else.

Practice. Developing advanced communication skills begins with simple interactions. Communication skills can be practiced every day in settings that range from the social to the professional. New skills take time to refine, but each time you use your communication skills, you open yourself to opportunities and future partnerships.

Engaging Your Audience

Make eye contact. Whether you are speaking or listening, looking into the eyes of the person with whom you are conversing can make the interaction more successful. Eye contact conveys interest and encourages your partner to be interested in you in return.

Use gestures. These include gestures with your hands and face. Make your whole body talk. Use smaller gestures for individuals and small groups. The gestures should get larger as the group that one is addressing increases in size.

Don't send mixed messages. Make your words, gestures, facial expressions and tone match. Disciplining someone while smiling sends a mixed message and is therefore ineffective. If you have to deliver a negative message, make your words, facial expressions, and tone match the message.

Using Your Words

You can pronounce your words.

You can speak clearly and don't have to mumble. If people are constantly asking you to repeat yourself, you can try to do a better job and articulate yourself better.

You can pronounce your words correctly

People will judge your ability through your vocabulary. If you are not sure how to say a word, it is best not to use it. It would be helpful to improve your vocabulary by reading new words in your daily life. In addition, you can look in the dictionary to help you learn how to pronounce a new word.

Slow your speech down. People will perceive you as nervous and unsure of yourself if you talk fast. However, be careful not to slow down to the point where people begin to finish your sentences just to help you finish.

The effect of Communication

Components of communication in its general sense are:

1. The existence of a sender and a receiver.
 2. The sending of a "concept" by the sender and
 3. The receipt of a "concept" by the receiver.
- The term communication has a broader and a narrower meaning. In its narrower sense, the term communication refers to a process of communication, that is, the transfer of a concept from one person to another.
 - In its broader sense the term communication includes the whole process of communication in a certain place, time, or organization. Thus, we speak of communication or more commonly for the communications of the business, e.g., business, or better business communication.

Basic communication phases:

- Encoding
- Dispatch
- Signal transmission
- Receiving
- Decoding

Forms and problems of Communication

The main methods of communication are:

- Oral communication

It is naturally the speech that precedes the writing. This communication plays an important role in families and organizations and among friends, relatives, acquaintances, neighbours, etc. It may take the form of speeches, discussions, debates, face-to-face talk, telephonic conversation, video conferencing, interview and chat.

- Written communication

It can be in the form of notices, telex messages, circulars, reports, e-mail, and manuals. The components involved in written communication include the writer, the content, the language, purpose of communication, style adopted and the receiver.

- Visual communication

It is the practice of using visual elements to get a message across, inspire change, or evoke an emotion. Visual Communication exists in two parts; communication design and graphic design: Communication design refers to crafting a message that educates, motivates, and engages the viewer.

Communication depends on the persons involved in it

can be divided into:

- Vertical
- Horizontal

VERTICAL COMMUNICATION

- It is any form of transmission of information and instructions between the different risers or parts within the organization, whether directed from the top down or both or vice versa.
- In the first case in which information is directed to people at lower hierarchical levels, we say that we have vertical communication downwards.
- Whereas when information is directed from lower to higher hierarchical levels, we say that we have vertical communication of ascending form.

	<h2>HORIZONTAL COMMUNICATION</h2> <ul style="list-style-type: none"> • This form of communication is mainly manifested in the exchange of information and opinions within the company. • This method is desired by the management because it constitutes coordination and cooperation that depends, however, on the management's philosophy. • Communication can be either formal or informal. • Informal communication is carried out either by contact between two people. • The typical form of horizontal communication can be carried out through procedures. <p>The main problems of inter-company communication are:</p> <ul style="list-style-type: none"> • Personal issues • Interpersonal communication problems • Communication problems at enterprise level • Current trends <h3>Techniques for effective communication</h3> <p>To deal with problems on an individual level as well as on a team level, strategies for effective inter-organisational communication are listed:</p> <ol style="list-style-type: none"> 1. Clarify the desired standards of staff behaviour, by writing manuals 2. Periodic review of staff attitudes to determine the degree of satisfaction or dissatisfaction 3. Implementation of an 'open door' policy 4. Introduction of a system for settling complaints 5. Periodic meetings to exchange views and information 6. Achieving the desired results 7. Appropriate timing of the message 8. Feedback and listening
<p>Exemplary scenarios</p> <p>They will contain a work-based scenario with an issue that</p>	<p>Scenario 1:</p> <p>Name Proactive order updates</p> <p>Description</p> <p>An e-retail company that sells fashion clothing understands the importance of keeping customers informed about their orders and</p>

has to be resolved by the application of a soft skill.

the importance of good customer communication. It has an automated system that sends order confirmation emails immediately after purchase and as the order progresses, customers receive regular updates on the status, including shipping notifications with tracking details.

Use good communication (soft skills)

In the event of any delays or problems, the company proactively communicates with customers, providing explanations, alternatives or compensation when necessary. This proactive approach minimizes customer frustration and demonstrates a commitment to customer satisfaction.

Results

In this case, we find that good communication between the company and the customer minimizes any mistakes that may be made and the company and the customer build a relationship of trust and reliability

Scenario 2:

Name Information on the products

Description



A popular electrical appliance e-retail platform values prompt and efficient customer

Use good communication (soft skills)

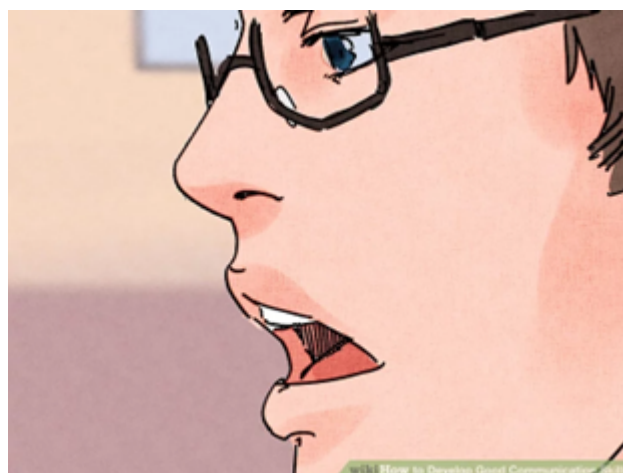
Support and aims through good communication to resolve problems that arise and for this reason has a dedicated team available through various channels, such as live chat, email and phone, to address customer queries and concerns. The team is well-trained, knowledgeable about the products and responsive to customer queries. They provide timely and accurate information, offer assistance with order tracking, and efficiently handle return or refund requests

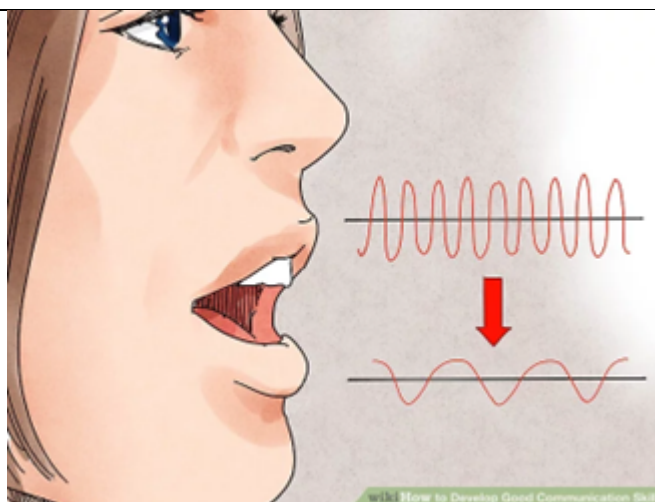
Results

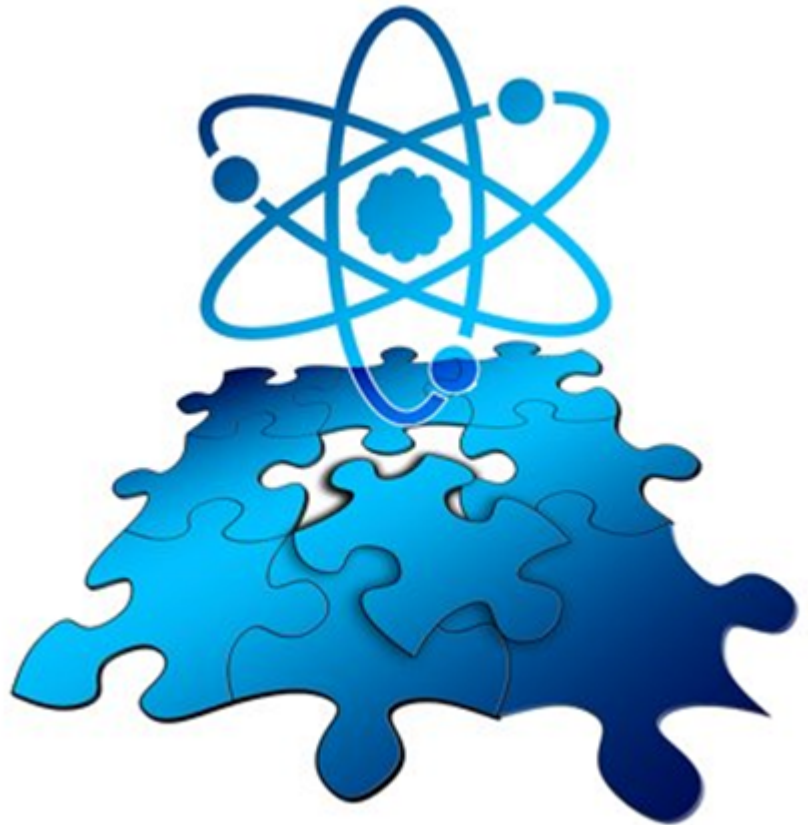
The skill of well-trained staff communicating well with customers helps build trust with customers and enhance their shopping experience

<p>Additional Learning Resources (video, YouTube, links etc.)</p>	<p>Title of Resource: What is communication?</p> <p>Resource Code: 4.1</p> <p>Introduction to the resource: It is a video about communication, its definition, benefits, types and obstacles. This video is very helpful for anyone who wants to better understand what communication is.</p> <p>What will you get from using this resource? we will better understand the importance of communication and how important it is when it is achieved</p> <p>Link to resource: https://www.youtube.com/watch?v=5m_u-GSvkPE</p>
<p>Images</p>	<p>Free, High Definition</p> <p>Access / Where we can find/download them</p> <p>https://www.wikihow.com/Develop-Good-Communication-Skills</p>  









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Module 5: Problem solving

<p>Introduction</p> <p>Short summary</p>	<p>It is not uncommon for situations to turn out differently than expected. Action is then often required to reestablish some order and to solve existing problems. Problem-solving thinking helps people to overcome barriers and achieve goals. Those who possess this competence can master challenges in everyday (professional) life and prevent greater damage. Problem solving represents a process, which can be gone through step by step, which the theoretical part will demonstrate. It requires a certain amount of time, but this is how one's problem-solving competence can be built up or developed.</p>
<p>Learning Outcomes</p>	<p>Knowledge:</p> <p>Mastering obstacles and problems</p> <p>Skills:</p> <p>Determination, initiative, determination</p> <p>Competences:</p> <p>Practical and analytical thinking, focusing and prioritizing needs</p>
<p>Theoretical Part</p>	<p>Problem solving means the removal of barriers through intentional activities, for the achievement of an intended goal. With this competence, people have the ability to deal with problems and challenges in their professional but also in their private life.</p> <p>The components 'barriers' and 'goal' are important. To solve a problem, it must be clear what the goal is and what actions are needed to achieve it. This requires a certain amount of motivation. If this is present to a strong extent, the problems to be solved are called 'high-stake problems'. On the other hand, they are called 'low-stake problems'. Depending on how great the motivation is to solve a problem, the more satisfaction - or frustration - there is as soon as the goal is (not) achieved.</p> <p>One example of a high-stake problem in e-retail is working on commission. Employees receive a commission if they attract a certain number of visitors to their website, for example, or even close a sale. If the website is not very popular and does not yet represent a local marketing and sales opportunity for the</p>

company, employees will do everything they can to draw attention to the website and make it more attractive. The possibility of earning a commission greatly increases the motivation of employees.

Again, it is a low-stake problem if the website is under-visited and more marketing opportunities need to be deployed, but an employee does not benefit from a more visited website. His motivation is rather low in this case.

The soft skill 'problem solving' presents itself as a process. First, it requires the identification of a problem - where exactly is the problem? What has gone wrong? The problem must be defined so that it can then be analyzed. This is not about assigning blame, but about how the problem could have arisen, why the developing barrier was not noticed, when the problem occurred, and why preventive action was not taken, and further damage prevented.

Once the problem is identified and defined, creativity is needed to find an appropriate solution to the problem. This can be the most difficult step in the entire problem-solving process. Here, it is necessary to figure out what actions must now be taken to improve the existing situation. It takes out-of-the-box thinking to come up with creative solution options and create new content.

In order to make use of one's own problem-solving competence, judgmental, deductive and inductive thinking is also required. Judgmental thinking is about weighing alternatives. Deductive thinking means drawing logical conclusions from the given situation and using them as a starting point for further actions. Inductive thinking focuses on estimations of future events based on previous experience and knowledge.

Routine actions can help to prevent problems from occurring. If such are not given, problems can arise. This can be due to new combinations of activities, which happen for the first time in such a sequence. In order to solve the then developing problem, attention and conscious control as well as the control of cognitive activities, in addition a creative and constructive character is needed. Because to be able to solve problems, a problem-solving thinking is necessary. In order to come up with solutions, creative thinking is also very important.

If a creative solution to the problem could be developed, it must also be implemented. This is the only way to find out whether it is the right measure. When selecting concrete actions and

successful implementation, existing expertise and experience already gained in similar situations can help. It is important to approach the problem actively and to go through the process instead of hiding from the problem. So in pressure situations, employees should not panic because they cannot satisfy a customer, for example, but should communicate with customers and offer suggestions for solutions.


Often problems cannot be solved at the first attempt and not even with the creative idea developed first. Therefore, control is the last step of problem-solving skills. It is about understanding the effect of the action taken - what has improved? Has anything improved at all? Where are there still difficulties? If necessary, improvements can then be made. It is also important to remember that not all problems can be solved in one day. Therefore, the problem-solving process should be gone through step by step.

In order to acquire or develop problem-solving competence, it is essential to get to the bottom of problems. It is not enough to just scratch the surface. This requires courage, a sense of responsibility and the conviction that one can overcome problems. In professional life, it also makes a good impression to develop initiative to get ahead. Solving problems is not about finding someone to blame, but about focusing on removing the barrier. This takes time, which you should definitely take. For example, if there is a customer complaint, employees should deal with it directly. If communication with a customer has not gone as planned, it is important to take responsibility and solve the problem.

Problem-solving skills are wanted as a soft skill in any position in a profession. In a leadership position, however, the skill is especially important. Leaders take responsibility for all actions in the team, so they should recognize problems early and act preventively.

For many companies, e-retail includes a website that can be used to contact customers or sell items. It can happen that websites crash or technical errors occur, so that the website does not work and customers cannot access it. For a leader, this can mean financial losses. In such a case, it is therefore very important to make the website accessible again. Then it is necessary to contact the own IT support and inform customers that the technical error is being worked on. This can prevent angry customer inquiries.

<p>Exemplary scenarios</p> <p>They will contain a work-based scenario with an issue that has to be resolved by the application of a soft skill.</p>	<p>Scenario 1:</p> <p>During a pitch for clients, the computer technology fails. The prepared presentation with ideas and results can no longer be presented. One possibility would be to postpone the meeting. But this can create a bad impression with the customer. A more solution-oriented approach is to hold the presentation only verbally and provide the customer with visual impressions afterwards and remain approachable for questions or changes.</p> <p>Scenario 2:</p> <p>When working as a project team member, deadlines must be met for the development of project deliverables. A project team is behind on development because the work days are too short for so much work. They describe the problem to their manager. The manager thinks solution-oriented and decides to pay the project team an extra working day on the weekend so that they can catch up on the work and meet their deadlines.</p> <p>There is also project work in e-retail. Cooperations with other brands or companies may require special marketing or the redesign of the website. In most cases, a deadline must be met in order to plan the release as well as possible.</p>
<p>Additional Learning Resources (video, YouTube, links etc.)</p>	<p>1) Title of Resource:</p> <p>The 10-Step Problem-Solving Process to Solve Any Problem</p> <p>Resource Code: 5.1</p> <p>Introduction to the resource:</p> <p>In this five-minute video, the problem-solving process is presented in detail in 10 steps. Furthermore, intermediate steps are clearly explained in order to be able to familiarize oneself with the process.</p> <p>Link to resource:</p> <p>https://youtu.be/8qBE3q7n3t0</p>

	<p>2) Title of Resource:</p> <p>How to become a problem solver</p> <p>Resource Code: 5.2</p> <p>Introduction to the resource:</p> <p>Problems can arise in countless everyday or professional situations. In order to deal with them, it is important to develop one's own problem-solving skills. This allows independent control over how problems are handled and controlled. Brian Tracy, author and success expert, describes in this introductory video the way to become a problem solver.</p> <p>Link to resource:</p> <p>https://www.youtube.com/watch?v=C1XABm6OUQs</p>
<p>Images</p>	<p>https://images.pexels.com/photos/8378735/pexels-photo-8378735.jpeg?cs=srgb&dl=pexels-tara-winstead-8378735.jpg&fm=jpg&gl=1*sahq6n*_ga*NDI5NjU4NTYuMTY4ODQ1NTUwNg..*_ga_8JE65Q40S6*MTY4ODQ1NTUwNi4xLjEuMTY4ODQ1NTc0Ni4wLjAuMA..</p> 

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Module 6: Cultural Competency

<p>Introduction</p> <p>Short summary</p>	<p>Cultural competency refers to the capacity to engage ethically and proficiently in both personal and professional interactions across different cultures. It entails understanding and interpreting the behavior of individuals from other cultures in a manner consistent with how their fellow compatriots would perceive it.</p>
<p>Learning Outcomes</p>	<p>Knowledge:</p> <ul style="list-style-type: none"> • understand the concepts related to cultural competence, • identify and explain the influence of culture on individual and group behaviors, • demonstrate knowledge of cultural norms and values practices across various cultures, • acquire knowledge about cultural dimensions and their influence on communication styles and social norms. <p>Skills:</p> <ul style="list-style-type: none"> • develop effective communication skills for cross-cultural interactions, • adapt communication styles to accommodate different cultural contexts, • apply critical thinking to solve problems in intercultural settings, • foster an inclusive environment that values cultural diversity. <p>Competences:</p> <ul style="list-style-type: none"> • engage in respectful interactions with individuals from diverse cultural backgrounds, • collaborate effectively in multicultural teams, • reflect on personal biases and cultural assumptions, • resolve conflicts constructively in diverse cultural backgrounds, • apply cultural sensitivity in decision-making processes, • raise awareness on cultural diversity.

Theoretical Part

As societies become more diverse and global interactions become the norm, cultural competency has emerged as a critical skillset for individuals and organizations alike.

Cultural competency refers to the ability to interact effectively and respectfully with individuals from diverse cultural backgrounds. It involves acquiring knowledge and skills that enable us to understand and adapt to different cultural perspectives.

The rise of e-retail has transformed the way we engage in business and interact with customers across the world. By applying the principles of cultural competence, companies can effectively deal with cultural differences, enhance customer experiences, and succeed in the online marketplace.

Cultivating cultural competency is an ongoing process that involves self-reflection, learning, and continuous development. Here are some key strategies for developing cultural competency:

- self-awareness: start by reflecting on your own cultural background, biases, and assumptions,
- education: actively seek out opportunities to learn about different cultures,
- respect and empathy: cultivate empathy by putting yourself in others' shoes and trying to understand their perspectives,
- open-mindedness: embrace diversity and be open to new ideas and ways of thinking. Challenge your own assumptions and biases,
- collaborative learning: engaging in joint activities with people from different cultural backgrounds,
- reflection and feedback: regularly reflect on your journey toward cultural competence.

How can cultural competency resources be utilized in e-retail?

- currency and payment methods: payment methods preferred in different regions; accepting different payment options and displaying prices in local currencies,
- translating content into multiple languages, using appropriate images and symbols, considering color schemes and layout choices that resonate with specific cultural aesthetics,
- cultural competence can help companies adjust their communication style and being mindful of cultural nuances.

	<p>Offering multilingual customer service support and understanding cultural expectations of service can foster a positive customer experience, which can influence customers to choose the same store again,</p> <ul style="list-style-type: none"> • when creating advertisements, ensure cultural sensitivity by avoiding stereotypes, offensive images or messages that may inadvertently alienate certain cultural groups. <p>E-retail cross geographic boundaries, enabling companies to reach customers from different cultural backgrounds. Applying the aforementioned aspects of cultural competency to e-commerce can help companies prosper in the global marketplace and contribute to their success.</p>
<p>Exemplary scenarios</p> <p>They will contain a work-based scenario with an issue that has to be resolved by the application of a soft skill.</p>	<p>Scenario 1:</p> <p>Create certainty for the international e-retail buyers</p> <p>Consider security and online payment. Although popular, credit cards are not always an obvious choice. To make your foreign customers feel more secure and instil trust in them, research the most popular payment methods in given countries. Otherwise, seeing unfamiliar payment methods, they may be wary about security and decide not to finalize the purchase process.</p> <p>Consumers in some countries may be more detail- and fact-oriented. For instance, German consumers are generally more careful and distrustful. They tend to be curious about the legal situation and related regulations. Germans can also become skeptical about brands and products if they come across translation mistakes on the website. They tend to judge a website's trustworthiness by trust badges that are frequently used by German ecommerce websites. Germans also prefer quality products, for example TÜV-certified ones.</p> <p>What you can do is give your German customers more details and exact numbers to create more certainty. You can add trust badges to your website and hire a German native speaker to create flawless copy. Further, you can add an Impressum: a legally mandated statement included in books, magazines, newspapers and websites to state ownership and authorship. You can optimize your checkout to maximize conversions. Provide the payment option the shopper is familiar with. Present the price in their currency so they don't have to use a currency converter and/or decide to move on without completing the purchase. Take care of your international checkout in a few easy steps.</p>

	<p>Scenario 2:</p> <p>Communication with the international customers</p> <p>To maximize chances of effective communication with foreign buyers, accommodate their cultural peculiarities. Most people prefer to browse products in their own language and in many cases English is not the language of preference for e-retail activities. Online consumers feel more comfortable with websites in their language. Inspire your potential and current customers with a feeling of confidence and trust and communicate in their native language. In international e-retail speak the buyer's language. Let's take Poland where many Ukrainian are at present. They can find more and more information in their language in Internet on many websites.</p>
<p>Additional Learning Resources (video, YouTube, links etc.)</p>	<p>What is cultural competence?</p> <p>Resource Code: 6.1</p> <p>Prof. Juanita Sherwood from the National Center for Cultural Competence talks about what cultural competence means.</p> <p>You will gain a deep understanding of cultural competence. Every culture has its own point of view and the way we behave is strongly linked to that culture. Understanding and applying cultural competence is an ongoing process.</p> <p>https://www.youtube.com/watch?v=QR-32K2K01k</p>

Images



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