

# E(CO)-QUALIFY

*Qualification  
Standards for Organic Retailers*



## **Qualification Standards for Specialized Organic Shops in Europe**



Education and Culture

**Leonardo da Vinci**

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# 1

## **Why have qualification standards been formulated for the special retail trade in organic foods in Europe?**

A standard delineates the required, or rather ideal, state of affairs. It should be used by all those concerned. Every employee knows the standards applied in his or her company, and is capable of applying them.

Standards exist on more than one level. Firstly generally valid standards that must be implemented by professionals, e.g. hygiene standards for work with cheese or knowledge of organic farming. Secondly the internal standards of the store, e.g. how many kinds of cheese the store stocks and how many kinds are not to exceed a certain price, etc.

The qualification standards proposed define the particular qualifications a person needs to competently perform his or her tasks during his or her work in an organic food store.

Generally valid standards have been formulated and their contents must be considered binding. Hygiene standards for cheese, for example, are not a matter for individual interpretation, but firmly stipulated guidelines. The quality of the retail trade in organic foods can improve only with their consistent observation. The specific standards of individual stores provide some scope for discussion, though only with a view to the observation of the generally valid standards.

There are educational measures and certificates of many and various kinds in many of the countries of the European Union within the framework of professional education for the retail trade in organic foods. The qualifications or certificates resulting from these educational measures, however, have no informative value in the majority of cases, since they are not mutually comparable.

Personnel managers must, therefore, either perform further checks on the content of the applicant's qualifications or conduct their own training. This is costly and time-consuming. Uniform qualification standards provide a basis for comparable or generally valid evaluation and certification systems. They contribute towards the mutual adaptation of professional education in the market segment organic foods. The certificates awarded in accordance with these qualification standards will be comparable throughout Europe.

The professional standard of employees in special organic food stores can be supported and assessed with the help of qualification standards.

The qualification standards put forward have been formulated as part of the European project E(co)-Qualify, financed from the EU Leonardo da Vinci programme by 14 partner organisations from 8 European countries.

The partners concerned operate in various areas of the trade in organic food, thanks to which it was possible for the development of qualification standards to be close to specific workplaces, transparent and international, and conform to the needs of the European labour market.

Qualification standards have been developed for the operative level and for company management.

Basic competences have also been formulated, as have the essential skills and knowledge in the areas of products, companies and the market.

The proposed qualification standards provide a basis for transparent systems of evaluation and certification. They will contribute towards the mutual adaptation of various national educational measures within professional education.

# 2 Qualification standards

Qualification standards are the means for building a European certification system in the advanced education system in the organic food retail sector. By using them it is possible to improve specialised organic food shops' employees' organic food expertise and to assess it within a comparable system. Additionally, the standards contribute to a mutual convergence of various national educational measures and certification systems. Their existence enhances national opportunities for employment; in an ideal case, this can also apply to the whole European Union. Qualification standards are divided into different areas indicated in the Appendix (tables). Objectives and relevance of individual standards are formulated there; by this, a complex and transparent system has been established.

## 2.1. Qualification standards at the operational level

In retail companies we differentiate between two levels of performance: the operational level and the level of management. The operational level includes all specifically performed activities. At this level, qualification standards should enable to implement decisions and measures concerning everyday operational procedures in specialized organic food shops. In many cases, for example in the area of marketing, the standards contain basic knowledge, which has to be acquired by employees as well as by owners and managers of shops.

### 2.1.1. Basic knowledge

This includes references to all qualification standards, which are the basis of work in organic food trade. They serve as background for correct and customer-oriented handling of products, enable use of computing and computers, and constitute a part of business philosophy.

#### 1. Organic agriculture

The basics of the organic farming are known and can be explained. Organic products can be treated and offered in accordance with their unique features.

The differences between organic and conventional agriculture can be shown. The consequences of conventional agriculture such as water pollution or endangering of some species can be described. The positive consequences of organic farming can be explained. National associations of producers and important international organic agriculture organisations are known. Their evolution will be monitored to be able to provide the information on qualitative standards sold under a certain name at any time.

International and national control regulations for organic food are well known and can be realized on an everyday basis for final inspection of fresh goods and with respect to labelling.

Restricted use of additional substances and ban on artificial fortification by adding vitamins and minerals (except for baby food) in the production process of organic foods are known. The contribution of allowed additional substances and their health safety can be explained. Health hazards arising from banned additional substances can be described.

The production of plant foodstuffs can be described in terms of production, processing, transportation, and packaging. This also includes knowledge of: usage of organic fertilizers or no usage of mineral fertilizers; the importance and observance of seeding

procedures; and organic methods of weed control and plant protection.

The knowledge in this area enables the explanation of critical points in the offer as well as qualitative and price differences. The production of animal foodstuffs can be described. This also includes the knowledge of natural breeding and balance between the production of feed stuffs and fertilizers.

The knowledge in this area enables the justification of price differences.

#### 2. Fair trade

The background of the "fair trade" concept is known and can be explained. The relation between current, conventional economic structures and social or ecological poverty at global and regional levels can be shown and critically assessed.

#### 3. Hygiene

Legal provisions of European regulation regarding foodstuffs are known and can be followed. The knowledge in this area enables responsible handling of goods and equipment and complies with minimum legal requirements in the area of hygiene.

#### 4. Care for goods

The basics of care for goods are known and can be explained and applied. The effects of water, air, light, temperature, and pests on goods can be described. The goods offered in shops can be thus treated in accordance with their unique features.

The knowledge in this area enables decision-making in the area of care for goods, and if there are problems, environmentally friendly measures can be adopted.

#### 5. Goods storage

The basics of goods storage are known and can be explained and applied. The effects of water, air, light, temperature, and pests on goods can be described. The goods can be stored in accordance with their unique features.

The knowledge in this area enables decision-making regarding the

storage of goods and complying with the legal provisions; if there are problems, environmentally friendly measures can be adopted.

#### 6. Communication skills

The basics of communication are known. They can be applied in everyday contact with customers, colleagues, suppliers, and superiors. Communication competence is the prerequisite of teamwork, consultancy and sales communication.

#### 7. Computing technology - knowledge

Operating computers and the use of common software systems are familiar.

It is possible to attend an e-learning training course Ecoqualify, and other qualification measures in the area of work with computing technology.

#### 8. Environmental protection

The causes of endangerment of water, soil, air, and other natural resources can be named and explained.

The measures for the protection of resources, energy saving, and prevention of waste are known and can be assessed and used.

In this context, for example the system of returnable packages with a deposit is familiar and used. The environmental benefits from returnable bottles can be explained.

The knowledge in this area enables both responsible handling of natural resources and economically purposeful conduct.

## **2.1.2. Product**

### **Basic qualifications**

The knowledge and competence in the sphere of goods refer to individual product groups offered in organic food shops.

#### 1. Fruit and vegetables

Individual types of the "fruit and vegetables" product group as well as their unique features are known. The production, transport, and packaging of this group can be described. Their nutritional and environmental benefits as well as their culinary use can be described.

#### 2. Bread and bakery products

Individual types of bread and bakery products as well as respective raw materials are known; their production can be described. Their nutritional and environmental benefits can be explained.

#### 3. Cheese

The basics of cheese production are known and can be described. Usual types of cheese with respective unique features are known. Organic cheese can be treated and offered in accordance with its unique features.

The division of cheeses according to the law can be indicated and described:

- type of milk
- method of curdling (bacteria of lactic fermentation or rennet)
- degree of maturity
- fat contents (content of fat in dry matter = fat in dry matter)
- groups of cheeses (water content = whey)

Cheese specialties, such as goat and sheep cheese, cheese in souse, or cheese made of raw milk are known. In this respect, known topics also include the cow milk allergy, and alternative solutions can be offered, such as sheep, goat, or mare milk, or soya milk or rice drink. Labelling regulations arising from the regulations on cheeses and related to both packed and non-packed cheeses are known. This also includes for example the "best before date", list of ingredients, or price and type of milk. This knowledge can be utilized upon the final inspection of fresh goods and upon the labelling in the shop.

The basics of the care for cheese and its storage are known and can be described and applied. They include for example: treatment of moulds; suitable cutting techniques; care for equipment and tools; and keeping the list of losses.

The knowledge in this area enables the adoption of health-, environment-, and economy-related decisions regarding the care for cheese and its storage.

The hygienic requirements for cheese handling are known and observed in everyday practice. This makes a good overall impression of the shop and builds up customers' confidence.

General principles of attractive presentation are known and effectively used. This includes for example the placement of labels, decorative and colourful arrangement of goods, cleanliness, range of goods (basic range, and extra or additional range, creation of a cheese counter plan [graphical layout of individual types of cheese in the counter]).

Attractive presentation of the cheese counter leads to a positive shopping experience for customers.

The basics of advisory communication are known and effectively used. This includes for example (inter alia) sensory knowledge so that the shop assistant is able to describe the taste of the cheese.

#### 4. Milk, dairy products and eggs

Individual types of milk and dairy products can be classified. Their production, processing, transport, packing, and shelf life can be described. Eggs can be classified and marked in relation to their shelf life and special hygiene requirements.

Nutritional and environmental benefits of this group of products can be explained.

#### 5. Soya products

Individual soya products can be distinguished and their processing, production and packaging can be described. Special requirements for the raw material can be explained.

Nutritional and environmental benefits of this group of products can be explained. Possibilities for culinary use and use for example of soya flour or ready-to-eat tofu can be described.

#### 6. Cereals and cereal products

Individual types of cereals can be distinguished and their processing, production and packaging can be described. Individual cereal products, such as for example superior flours, semolina, cereal flakes and bran are known and their production and possibilities of use can be described.

Nutritional and environmental benefits of this group of products can be explained.

#### 7. Dry fruit

Individual types of dry fruit and their original fruit species can be named and their production methods and processing can be described. Information regarding shelf life and pest infestation and pest control are known and can be explained.

Culinary use can be described.

#### 8. Muesli

The ingredients of muesli and granule products can be distinguished and requirements for raw materials can be indicated. The processing of raw materials and providing guarantee for the goods mixed and packaged in the shop can be explained.

#### 9. Seeds for sprouting and sprouts

Individual species and the unique features of this group of products are known and their production and packaging can be described.

Their nutritional and environmental benefits as well as their culinary use can be described. Advice as to germination and respective equipment can be given.

#### 10. Oil, fat and nuts

Individual types/species and the unique features of this group of products are known and their production, transport and packaging can be described.

Their nutritional and environmental benefits and their culinary use can be described.

#### 11. Honey

The range of honeys offered in specialized organic food shops can

be classified and the qualitative criteria for this product can be listed. Technical and legal requirements for ecological bee breeding and the honey yields and processing can be explained.

The nutritional and environmental benefits can be described.

#### 12. Spreadable and spicing products

Individual spreadable and spicing products can be distinguished. Their ingredients are known. This product group can be described in terms of production and packaging.

Their nutritional and ecological benefits as well as the importance of spreads as an alternative solution to smoked-meat products can be explained.

The production of spicing products, the issues concerning their processing and preservation, and their culinary use can be described.

#### 13. Beverages

Individual beverages are known and their unique features can be described. Water, juices and nectars as well as wine and beer can be classified. Their origin or production, quality of raw materials, list of additives, preservation and packaging can be described.

Their nutritional and ecological benefits can be described; the same applies to the role of alcohol and consequences of its abuse.

#### 14. Stimulants (sweets, coffee, tea, and cocoa)

Individual stimulants can be classified. The most important countries and growing areas producing coffee, tea, and cocoa can be listed. The production can be described. Individual teas and their types can be classified. The most important producing countries and growing areas can be listed. The production can be described.

The issues concerning these products in the world market can be explained. The content of their substances and nutritional features as well as their kitchen processing and effects on human organisms can be described.

#### 15. Baby food

The range of baby and child food in special organic food shops can be classified. The requirements for raw materials, preparation and ingredients are known.

The issues regarding the use and processing can be answered; some practical tips can be given.

### **Additional qualifications**

Additional qualifications regarding specific products in the following product groups can be useful or even necessary in view of the range of products sold in specialized organic food shops.

#### 1. Meat and smoked-meat products

This qualification standard is attained by means of special education recognized by the state (butcher or meat product shop assistant). Specialized organic food shops that sell packed or frozen meat have to comply with the regulations concerning the sale of meat.

#### 2. Natural products and natural cosmetic products

Natural products and natural cosmetic products rank among the complex groups of a special range of products. Their production, composition, and unique features concerning their use are known and can be explained. The qualification standard is attained by means of specialized education.

#### 3. Frozen products

Various types of frozen products are known and their production, packaging and storage can be described. The food-related and technical handling of frozen products is known and used.

Unique features and potential importance of this group of products are known and can be explained.

#### 4. Semi-finished products

Various types of semi-finished products are known and their production, packaging, storage and shelf life can be described. The food-related and technical handling of semi-finished products is known and used.

Unique features and potential importance of this group of products

for specialized organic food shops are known and can be explained.

#### 5. Delicatessen

The most important delicatessen products and their additives are known and their production and shelf life can be described. The food-related and technical handling of delicatessen products is known and used.

Unique features and potential importance of this group of products for specialized organic food shops can be explained.

#### 6. Herbs and medicaments

The range and forms of freely sold natural medicaments as well as related legal provisions are known and can be explained. The herbs and medicaments can be described in terms of their growing, harvesting, and processing.

The use and properties of these products can be explained.

The qualification standard is attained by means of a special license for the sale of freely sold medicaments, which has to be acquired from an appropriate authority.

#### 7. Fish

Fish form a complex area of a special range. If a specialized organic food shop offers fish, the existing directives concerning organic fish production must be known. Additionally, individual species of fish can be classified and their processing and culinary use can be described.

#### 8. Etheric oils

The production and origin of etheric oils are known and can be described. Non-medical areas of use and hazards related thereto can be described.

#### 9. Nutritional supplements

Special features of production, processing, and use are known and can be described.

#### 10. Detergents and washing agents

A selection of ecological detergents and washing powders/products can be listed. The composition and effects of individual products are known and can be described. Additional environmental benefits of these products can be explained.

#### 11. Snacks

The meaning of snacks in special organic food shops can be explained.

The requirements for raw materials used, their processing and preparation can be described.

#### 12. Household utensils and cereal grinders

The construction, operation, and use of cereal grinders can be described. Common household utensils sold in special organic food shops can be described.

## **2.1.3. Business**

A 'business' is an organized economic unit in which factual goods and services are produced and sold. Planned procurement, improvement, administration, and selling of goods or services are called 'business management'. In essence, the business and economic performance is determined by three basic principles:

- **Economic principle** - is focused on an advantageous ratio between costs (means) and revenues (results)
- **Humane principle** - puts a human being into the centre of interest; it is focused for example on work organisation corresponding to the needs and potential of the human being
- **Ecological principle** - has regard for environmental aspects of performance and makes effort to prevent or mitigate harm to the environment

The qualification standards in this area enable these three principles to be purposefully incorporated in everyday working processes of specialized organic food shops.

### **Organization**

Business organisation can be defined as follows: "Everything that

takes place in a business follows a certain order or certain rules. First of all this order has to be planned and then implemented with the assistance of organisational measures." Basic knowledge in the area of business organisation leads to the situation when the set rules govern the business processes.

#### 1. Labelling and declaration

International and national legal provisions regarding labelling and declaration are known and can be implemented.

#### 2. Goods management

Goods and data flow can be described. Objectives and tasks of goods management can be explained. The organisation of goods purchasing along with the planning of the purchasing and its organisation is understood and can be explained. Special features of purchasing goods for specialized organic food shops are known and can be considered in everyday business activities.

The course of receipt of goods is known and can be carried out. The goods can be taken over, checked and recorded. Handling delivery notes is known and used.

The warehouse organisation as well as all legal storage regulations can be described. This knowledge can be integrated into everyday working procedures.

The system of stock level control is familiar and can be implemented. Stock levels can be controlled in terms of quantity and/or quality. The stock level control can be documented.

#### 3. Working procedures in a business

Working procedures in a business are known and can be described, documented, and applied as regards every department or every area.

Clearing of sales can be carried out. The cash system is known and used on an everyday basis. The procedures of cash registration are understood and can be explained in a discussion with customers. Cash vouchers and receipts can be issued. The cash balance in a cash register can be counted. The goods can be properly packed according to their respective characteristic features. Daily clearance can be carried out separately.

Working tools in special organic food shops can be operated. This includes the operation of scales, cereal grinders, cutters, and graters.

#### 4. Protection and industrial safety

Legal provisions concerning protection and industrial safety are known and can be applied. The measures to prevent accidents in the shops can be implemented separately.

### **Accounting**

Basic knowledge in the area of accounting is acquired. This knowledge enables the performance of preparatory work, such as stocktaking and statistics. The use of the calculation factor specific for individual groups of goods is known and used.

## **2.1.4. Market**

The term "marketing" means market-oriented conduct of the business. Marketing serves for the satisfaction of the needs of all those who are involved in the process of exchange. In view of the business objectives marketing is primarily focused on the needs of the customers. "Customers won't buy what a company offers to them; the company has to offer what the customers require." This statement shows that the basis of the marketing is the customer-oriented market situation. From a long-term point of view, the objective of marketing is to reach profit. To achieve this objective, certain marketing tools are used, such as:

- **Product policy** - is concerned with material and functional quality of the product.
- **Contracting policy** - is about the financial payoff for the performance offered.

● **Distribution policy** - is concerned with sales ways of products.

● **Communication policy** - is about the achieving of the targets by way of passing on information that should coordinate the way of behaviour, attitudes, etc.

The qualification standards in this area should enable the monitoring of the market, perceiving changes, and using suitable marketing strategies to achieve positive economic business results.

### **Communication**

Communication can be described as follows: "Communication has the following features: sharing information, meanings, and contents to regulate views, attitudes, expectations, and ways of behaviour in accordance with specific expectations." The basic knowledge in this area refers to the measures for optimising and supporting sale. These measures are primarily oriented on customers with the objective of convincing them about company performance.

#### 1. Displaying goods and layout of selling space

The principles of the attractive displaying of goods and layout of the selling space and a shop window are known and can be implemented. The knowledge in this area enables the optimum use of the selling space and shelves for goods. It supports the looks and creates a positive shopping atmosphere.

#### 2. Advisory communication

Techniques of advisory communication are known and can be used. The advisory communication can be held in everyday work.

#### 3. Sale communication

Techniques of sales communication are known and can be used in everyday work.

Expertise in this area encourages customers' confidence, positively influences an overall impression of the shop and should increase turnover.

The following six phases of the overall selling process can be indicated:

- Preparation
- Contact
- Communication
- Argumentation
- Closing
- Subsequent purchasing

Sales communication processes relating to three of these phases can be described.

**Communication.** Sales conversation should begin immediately after the contact is made. The importance of this phase is known and can be described. This also includes the knowledge that in the first two to six minutes it is generally decided whether the customer confides in the seller or not. During communication customers are assessed according to the existing psychological system of experience and evaluation. Apart from other things, the following is assessed: clothing, gestures, facial and verbal expression of the opposite person. The requirement imposed on the employee is that he/she should make an overall good personal impression.

**Argumentation.** Techniques of good argumentation can be used. The arguments may be presented at the factual level, at the level of the relationship and at the selling level. At the factual level, the contents relevant for decision-making can be presented (factual arguments). At the relationship level, factual arguments can be substantiated by making a positive relationship. At the selling level, strategies, tactics, and methods of communication oriented towards the achievement of the target can be used.

**Closing.** Techniques of the termination phase are known and used. The consumer's purchasing decision should be positively influenced by the arguments that inspire confidence and are relevant for the decision.

The course of the communication is at an optimum level and leads to a successful termination.

#### 4. Claim management

The current management of claims is known and can be applied in everyday work.

Transparent claim management and its performance lead to the customer's satisfaction even in problematic situations.

#### 5. Nutrition science

Basic principles of the general nutritional sciences are known and can be used during the advisory communication.

#### 6. Nutrition-related diseases

The most frequent nutrition-related diseases are known and their main features can be described. The relation between the disease and nutrition can be described. Suitable products can be chosen from suggested the organic food assortment. A positive effect of these products on a sick body can be described.

Customers with nutrition-related diseases are concerned about their disease and corresponding nourishment. Specialized and competent advice in this respect can reinforce customer's confidence in the specialized organic food shop.

#### **Marketing tools**

##### 1. Retail structure

The retail structure can be shown and described. The position of the organic food shop can be described and analysed. Important conjunctions can be explained. Development trends in the market can be observed. Information needed for it can be independently acquired and assessed.

##### 2. Price policy

Mechanisms of price policy are known.

This knowledge enables convincing price argumentation (explanation of the relationship between the price and performance) during communication with the customer.

##### 3. Range of goods

The entire range of goods of a specialized organic food shop is known. The structure of the range (basic range, extra range, or additional range) can be planned and realized.

The knowledge in this area enables an optimum use of selling area or goods shelves. They contribute to overall looks and create a positive shopping atmosphere.

## **2.2. Qualification standards at the management level**

Besides the operational level, there is also a level of management in retail, the essential part of which is subject to the company management. Company management tasks include the setting of objectives, planning, organisation, decision-making, control, reporting, and representation of the business. Qualification standards at this level should enable these tasks to be responsibly and effectively fulfilled. The knowledge needed for this exceeds mere basic knowledge.

Basic qualification in the area of knowledge of goods, economic and organisational basics of enterprises as well as the basic knowledge of marketing at the operational level are assumed in a company involved in special trade with organic food.

### **2.2.1. Basic knowledge**

This includes the qualification standards which represent elementary prerequisites for business management.

#### 1. Business philosophy

The business philosophy can be prepared and formulated. The mission, values, ways of conduct and work of the business can be set. The presentation towards the public can be optimised, and for employees, the creation of a feeling of belonging can be supported.

#### 2. Knowledge of electronic media

The use of computers, the Internet, and common user systems is known. Specific business systems for goods record keeping, accounting, and personal management can be used.

#### 3. Communicative competence

The basics of communication are known.

The communicative competence is the prerequisite for staff management and managing deals with partners, suppliers, and producers.

#### 4. Management of time utilization

The existing working hours can be effectively used.

#### 3. Work organization

Business work procedures and structures can be organized, optimised, and controlled. The performance (effectiveness) of the specialized organic food shops and the quality of a working day for employees (humanity) can be improved.

#### 4. Quality management

The systems of quality assurance of various kinds are known and can be installed for the business. This includes standardized quality (quality of product, quality of contacts, internal quality of processes) the customers, employees, suppliers, and producers can refer to.

#### 5. Human resource management

The area of personnel can be planned, managed, and controlled. This also includes some objectives, such as staff administration, staff rights, staff development, staff management, remuneration to the staff, and staff supervision.

#### 6. Problems solving management

Techniques of problem solving and decision-making are known and used. This also includes some partial objectives, such as the techniques for setting objectives, setting ideas, setting priorities, assessment, and adoption of resolutions.

#### 7. Controlling I

Controlling systems of different types are known and can be suitably applied in one's own business. This includes general corporate controlling, personal controlling, range of goods controlling, blanket controlling, and the controlling of goods' record keeping.

#### 8. Labour law

The basics of labour law are known and used in practice. Different laws are covered by the term 'labour rights'. This for example includes corporate law, all laws regarding labour protection, tariff-related and legal knowledge (if there are tariff contracts), preparation of employment contracts, and rights and obligations in industrial relations.

### **2.2.2. Business**

#### **Organization**

##### 1. Goods management and record keeping

A closed system of goods management can be introduced. In this relation the introduction of the scanner system can be carried out. The system of goods record keeping serves for recording, saving, and evaluating the flow of goods in specialized organic food shops.

##### 2. Goods purchasing

The purchasing and ordering can be organised and controlled. These steps also include the performance of the following tasks: identifying needs; finding suppliers; concluding contracts; and supervising the supplies.

### 9. Protection and industrial safety

Legal provisions for protection and industrial safety (health and accident protection) are known and implemented. All necessary organisational and construction measures to prevent accidents or other harm to health are taken.

### 10. Legislative basics of retail

Legislative basics of retail are known. They include, inter alia: tax law, trade law, civil law, law related to indebtedness, warranty, and general commercial conditions.

### 11. Ecological management

The complex ecological management for specialized organic food shops can be defined and used in practice. Responsible treatment of the environment is applied in practice. Laws and regulations of the ecological law relevant for the specialized organic food trade are known and implemented. This also includes, inter alia, the regulation on minimizing packaging waste and waste law.

### 12. Project management

The project management can be used for solving problems occurring during the efforts to reach corporate targets. Suitable projects can be planned, formed, and managed. The project management is an established balance between time, cost, and qualitative objectives with existing resources. In this relation, the magical triangle of project management is known.

### 13. Organization of training in the business

Legal and organisational prerequisites for the business to be able to provide training for its employees are known.

## **Accounting (oriented on management)**

### 1. Accounting

All quantifiable processes in the company can be systematically recorded, controlled, and assessed.

The knowledge in this area enables economical behaviour and forms a basis for all business planning and decision-making in specialized organic food shops.

Clearing of costs and activities related to the business can be performed. The economy of operation of the specialized organic food shop can be thus controlled, a company result can be set (accounting of profit and loss), and prices can be calculated.

Company accounting can be implemented according to general accounting rules. The annual financial statements required by law can be produced. It means that all trade cases are recorded, and the records are arranged according to a certain time and factual order. The balance can be made and assessed. The following can be put against each other as of a certain day:

- Form of assets and sources of assets
- Use of resources and origin of resources
- Investments and financing

This clearly shows the structure of assets and capital. Legal provisions regarding the balance financial statements are known and can be implemented. In this respect, Commercial Code is known.

### 2. Investments and financing

Investment and financial planning can be carried out and controlled. The need of capital can be set. Investments can be made.

Investment and financial planning ensures that vital liquidity, certainty and returns of the specialized organic food shop are maintained.

### 3. Controlling II

Business and economic evaluation can be made and used as a basis of a control system.

### 4. Management of resources

The management of resources can be defined and described. Handling four main resources: capital, product, employee, and customer can be planned and implemented.

## **2.2.3. Marketing**

### **Market survey**

The market survey represents systematic data procurement, their processing and interpreting. Its objective is to acquire information on objective (quantitative) and subjective (qualitative) market indicators and on the market development. This information serves as a basis for decision-making and using marketing tools.

#### 1. Market survey oriented on customers

Individual studies and analyses are known and can be implemented. This includes, as sub targets, monitoring of customers, customer analysis, analysis of customer satisfaction, and qualitative analysis.

#### 2. Market survey oriented on competitors

Methods of analysis of competitors are known and can be implemented.

### **Marketing tools**

Marketing tools are the activities influencing the sales market; they serve to support the fulfilment of business objectives.

#### 1. Advertising

Advertising measures can be assessed, planned, and carried out. The process of planning and carrying out advertisements is known and can be implemented for one's own business.

Legal templates concerning advertisements (principles of correct competition, ban on misleading advertisements and advertising based on comparisons) are known and taken into consideration in all advertising measures taken. The principles of veracity, clarity, effectiveness (to inform, to motivate), and economy (costs lower than revenues) can be used for orientation.

Different types of advertising are known and types relevant for specialized organic food shops can be described and assessed.

Decisions can be made with regard to the following:

- Advertising objectives; they can be economic (for example for maintaining the turnover) and non-economic (for example for changing the attitudes of potential customers);
- Duration of the advertisement and its frequency (occasionally, restricted in time, or regularly-repeatedly);
- Advertising budget; its size has to be set and funds divided for individual advertising objects;
- Advertising object; what product should be the subject of the advertisement;
- Advertising entities; it is necessary to set target groups;
- Advertising mission; it is necessary to set the content and form of the mission; in this relation it may be necessary to find the so-called Unique Selling Proposition - USP;
- Advertising means (for example leaflets, advertisements, posters) can be chosen and assessed;
- Advertising channels; they can be specified and appropriate contacts can be made (for example with newspapers, cinemas, or radio stations).

Advertising measures can be carried out in-house or by means of an advertising agency.

#### 2. Education and promotion

Tools and ways of promotion are known and can be used or initiated. The objective is to establish positive image and build customer confidence. The means and tools of promotion include company magazines for certain target groups, open contests and exhibitions, and other.

# 3 Appendix

**Table 1: Qualification standards at the operational level**

| <b>Basic knowledge</b>                                                                                                                                                                             | <b>Product</b>                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                             | <b>Business</b>                                                                                                            |               | <b>Market</b>                                                                                                                                                                         |                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|                                                                                                                                                                                                    | basic qualifications                                                                                                                                                                                                                                                                                                                                                                                 | additional qualifications                                                                                                                                                                                                                                                                                                                   | organization                                                                                                               | accounting    | communication                                                                                                                                                                         | marketing tools                                             |
| 1. organic agriculture<br>2. fair trade<br>3. hygiene<br>4. care for goods<br>5. goods storage<br>6. communicative competence<br>7. computing equipment - knowledge<br>8. environmental protection | 1. fruit and vegetables<br>2. bread and bakery products<br>3. cheese<br>4. milk, dairy products, and eggs<br>5. soya products<br>6. cereals and cereal products<br>7. dry fruit<br>8. muesli<br>9. seeds for sprouting and sprouts<br>10. oil, fat and nuts<br>11. honey<br>12. spreadable and spicing products<br>13. beverages<br>14. stimulants (sweets, coffee, tea, and cocoa)<br>15. baby food | 1. meat and meat products<br>2. natural products and natural cosmetic products<br>3. frozen products<br>4. semi-finished products<br>5. delicatessen<br>6. herbs and curatives<br>7. fish<br>8. etheric oils<br>9. nutritional supplements<br>10. detergents and washing agents<br>11. snacks<br>12. household utensils and cereal grinders | 1. labelling and declaration<br>2. goods management<br>3. working procedures in a business<br>4. protection of work safety | 1. accounting | 1. displaying goods and layout of selling space<br>2. advisory communication<br>3. sale communication<br>4. claim management<br>5. nutrition science<br>6. nutrition-related diseases | 1. retail structure<br>2. price policy<br>3. range of goods |

**Table 2: Qualification standards at the management level**

| <b>Basic knowledge</b>                                                                                                         | <b>Business</b>                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                  | <b>Marketing</b>                                                                   |                                                      |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------|
|                                                                                                                                | organization                                                                                                                                                                                                                                                                                                                                                                                   | accounting<br>(oriented on management)                                                           | market survey                                                                      | marketing tools                                      |
| 1. business philosophy<br>2. knowledge of electronic media<br>3. communicative competence<br>4. management of time utilization | 1. goods management and record keeping<br>2. goods purchasing<br>3. work organization<br>4. quality management<br>5. personnel management<br>6. management of solving problems<br>7. controlling I<br>8. labour law<br>9. protection of work safety<br>10. legislative basics of retail<br>11. ecological management<br>12. project management<br>13. organization of training in the business | 1. accounting<br>2. investments and financing<br>3. controlling II<br>4. management of resources | 1. market survey oriented on customers<br>2. market survey oriented on competitors | 1. advertising<br>2. promotion/Public Relations work |



Education and Culture

**Leonardo da Vinci**

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