



LAGOS
BUSINESS
SCHOOL

PAN-ATLANTIC UNIVERSITY

**LAGOS BUSINESS
SCHOOL**

**AFRICA RETAIL
ACADEMY**

CURRICULUM



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INTRODUCTION

The Africa Retail Academy is an initiative developed by Lagos Business School to nurture the next generation of African retail professionals, practitioners and captains of industry. The Retail Academy represents the first ever African foray into a comprehensive and self-paced retail education. This initiative is the brainchild of experienced and reputable professionals and academics who have come together to generate knowledge on retail essentials to all operating in the African retail scene.

The LBS Africa Retail Academy is spearheaded by an advisory committee comprising of Uchenna Uzo, Academic Director of the Academy, LBS; Wambui Mbarire, CEO, Retail Trade Association of Kenya; Haresh Keswani, the Managing Director of SPAR; Founder- Retail Council of Nigeria; Chidi Okoro, Associate Academic Director of the Academy, LBS; Victor Banjo, Executive Education Director, LBS; Nnamdi Ekeh, Chairman of Konga; Monica Eimunjeze, Director of Registration & Regulatory Affairs at NAFDAC; Joke Bakare, CEO of Medplus; and Nnamdi Ezeigbo, CEO of SLOT Systems Limited.

Drawing upon the expertise of foremost academics and practitioners from around Africa, the academy will paint a vivid portrait of the history, future and present state of retail on the continent. With the explosion of such a dynamic and increasingly modernized sector comes a myriad of opportunities, risks and potential that a well-positioned retail professional can maneuver through to positive effect. The LBS Africa Retail Academy is an excellent primer for such experiences. Over a series of brief but carefully curated lectures, you will delve into the intricacies of what retailing involves, from ethical dilemmas to logistics management, and individuals from prospective retail professionals to heads of retail functions can solidify and build on their current understanding to become more effective at what they do.

1. COURSES

The LBS Africa Retail Academy is broken into three stages: the Certificate Programme for Retail Practitioners, the Certificate Programme for Retail Managers, and the Certificate Programme for Retail Executives.

There are 8 modules in total within each stage. Each module has been carefully curated to provide a unique learning experience for participants. Each module contains between 4 – 7 videos, knowledge check exercises, role plays and other activities coming to around 30 minutes of video content in total. The videos are accompanied by a recommended text, and each module has a short quiz that needs to be passed before a participant can move on to the next module. Upon finishing all the modules within a stage, participants earn a certificate that confirms their efforts.

This is an excellent opportunity to refine or elevate your understanding of the African retail space. And everyone from rookies to seasoned professionals can take away something from this experience.

2. LBS CERTIFICATE FOR RETAIL PRACTITIONERS

The certificate course for retail practitioners has been assembled for beginners as well as relatively inexperienced retail professionals. Participants will learn career opportunities available to retailers, environment factors affecting retail on the continent, and even basic accounting practices concerning retail. By the end of the programme, participants should be well armed to avoid the many pitfalls and that beginning retail professionals often fall into. Below are the courses, their respective facilitators, as well as a summary of their expected learning outcomes.

Price: N80,000 | \$145

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Module title	Facilitator name	Facilitator Picture	Facilitator Bio	Expected learning outcome
Introduction to Retailing	Jubril Salaudeen		Dr Jubril Salaudeen holds a Phd in Finance from the International Islamic University Malaysia. He is a Fellow of the Chartered Institute of Marketing, London as well as the Institute of Professional Sales, London. He has been an active educator in Sales	Students will have a strong foundational understanding of retail and retailing in Africa. Students will define and identify the different types of retailing. Also, students will understand, analyze, and identify the history of retailing, opportunities in the African retail sector and the challenges of retailing in Africa, respectively.

			for the past 15 years.	
Managing Your Retail Career Opportunities in Africa	Wambui Mbarire		Wambui Mbarire is the CEO of the Retail Trade Association of Kenya. She is a Certified Public Accountant of Strathmore University and has over 15 years of management experience.	Participants will learn the various career trajectories in Africa's retail sector, opportunities, challenges and road-maps for career development
Introduction to African Consumer Behaviour and Shopper Marketing	Vanessa Burgal		Vanessa Burgal has over 20 years of experience in Europe, Africa and South America as a marketing consultant. She holds a CEMS Master from the HEC Business School, France.	Students will know how consumers behave in Africa by understanding the factors that account for consumer behaviour in the continent. An understanding of the steps of the buying process as well as the common misconceptions about consumer behaviour in Africa are embedded in this module. By the end of this module, students will design instruments for collecting consumer and shopper data.
African Retail Environment: legal, economic and socio-political	Olawale Ajai		Olawale Ajai holds a PhD in law and is the professor of legal, social and political environment at Lagos Business School	Students will learn the basic constituents of the African retail environment. At the end, students will be able to analyze how legal, economic and political indices affect the African retail sector.

Physical and Virtual Selling Skills for Retail Practitioners	Chidi Okoro		Chidi Okoro teaches strategy at Lagos Business School and is the founder of Drugs and Medicaments Nigeria Limited, a pharmaceutical retail chain.	Students will understand the merits and demerits of selling physically and virtually. Students will identify the different selling skills needed for a successful retail selling in both stable and turbulent business environment. In this module, retail practitioners will be equipped to break the barriers that exist when selling in both physical and virtual setting by using heightened selling skills to engage, personalize, and disarm customers.
Customer Service Playbook for Africa	Adedeji Abiola Olatunde		Adedeji Abiola Olatunde is an experienced marketing and business management professional with over 25 years on the job experience that has spanned over retail and wholesale organizations.	Students will understand the meaning as well as the importance of customer service in Africa. One interesting part of this module is that students will understand the factors Affecting Customer Service and know how to attend to the African consumer complaints. At the end, students will be able to provide a satisfying experience for African consumers.
Ethical issues for retail practitioners in Africa	Kemi Ogunyemi		Kemi Ogunyemi is the director of the Christopher Kolade Centre for Research in Leadership and Ethics. She holds a PhD in Management from	Students will understand the concept of ethics as well as its importance in African retailing. In addition. Students will know the areas of retail business laced with ethical issues and various examples of ethical dilemmas in retail. At the end. Students will be able to identify

			<p>Pan Atlantic University and teaches business ethics, managerial anthropology and sustainability management at the Lagos Business School.</p>	<p>(non)ethical behaviours in their retail career and know how to treat ethical issues when they are confronted with them</p>
<p>Retail Finance & Accounting Basics</p>	<p>Chidozie Nnewuihe</p>		<p>Chidozie Nnewuihe is an investment banking professional and the assistant vice president at Chapel Hill Denham. he holds MBAs from the IESE Business School and Lagos Business School</p>	<p>Students will be exposed to the importance of finance and accounting in retail business in Africa as well as the different financial and accounting strategies that could be used in retail businesses. Also, students will understand the purpose and logistics of budgeting and cashflow in the African retail sector. By the end of this module, students will be able to use strategic profit modeling to create a financial plan. Also, students will know how an income statement is used to evaluate a profit management and how a balance sheet is used to evaluate an asset management path.</p>

3. LBS CERTIFICATE FOR RETAIL MANAGERS

The LBS Certificate for Retail Manager is for retail managers, retail-facing (key account managers, commercial managers and sales executives) and non-retail facing (brand marketers, category managers, shopper marketers) professionals, public sector officials in the retail sector. By the end of this programme, participants can expect to improve their managerial abilities and comprehension of retail operations. Below are the courses, their respective facilitators, as well as a summary of their expected learning outcomes.

Price: N160,000 | \$285

[Click here to apply](#)

Module Title	Facilitator name	Facilitator Picture	Facilitator Bio	Expected learning outcome
African Shopper Behaviour and Trends	Vanessa Burgal		Vanessa Burgal has over 20 years of experience in Europe, Africa and South America as a marketing consultant. She holds a CEMS Master from the HEC Business School, France	By the end of this module, students will learn different variables and data sources that explain shopper behaviour in Africa. Students will use both primary and secondary data to craft outstanding retail strategies that could help organizations increase profitability by understanding how African shoppers behave.

Retail Store Branding and Customer Service in Africa	Kachi Onubogu		<p>Kachi Onubogu is the CEO of Frutta Juice and Services. He holds 25 years of experience in sales, marketing, brand management and financial services in numerous multinationals across Africa. He is a Fellow of the National Institute of Marketing of Nigeria and the Advertising Practitioners Council. Dr Onubogu holds a PhD in Business Administration from the SBS Swiss Business School.</p>	<p>Students will learn the critical aspects of brand building for retail stores and come up with a toolkit for managing and measuring customer service in the stores.</p>
Merchandising& Store Layout in Africa	Jubril Salaudeen		<p>Dr Jubril Salaudeen holds a Phd in Finance from the International Islamic University Malaysia. He is a Fellow of the Chartered Institute of Marketing, London as well as the Institute of Professional Sales, London. He has been an active educator in Sales for the past 15 years.</p>	<p>Students will learn store merchandising trends and practices. Students will also gain insights to how store design and layout can impact on sales.</p>
People Management in Retail	Henry Onukwuba		<p>Henry Onukwuba teaches Human Resource Management at Lagos Business</p>	<p>Students will understand the concept of people management as well as the</p>

			<p>School. He is the Academic Director of the Global CEO and Sports Management Programmes. Prior to joining LBS he was the Group Head for corporate resources and communication at FinaCorp Limited</p>	<p>organizational divisions in retail businesses in Africa. Students will also learn the overarching requirements of human resource management in Africa as well as the management issues retail managers could face when managing their salesforce. At the end. Students will be able craft excellent strategies that could help organizations attract and retain the best salespeople in Africa.</p>
<p>Retail Store Analytics and Technologies for Africa</p>	<p>Clifford Van Eden</p>		<p>Clifford Van Eden is an experienced buyer and operational executive with over 40 years of experience in Africa and the Middle East.</p>	<p>Students will learn the major methods of data collection used in retail stores. Students will also understand how Artificial Intelligence (AI) and recent technologies in can help boost sales and consumer experience in the African retail sector. At the end, students will know how to use different methods to extract data from retail stores and how to use these data to make business decisions in Africa.</p>

Retail Pricing Tactics and Strategies in Africa	Valentine Aganbi		Valentine Aganbi is the managing director and chief executive office of Citydia, Nigeria; a successful hypermarket retail chain with ties to Unilever and Nestle.	Students will learn how prices are conceived by African shoppers and the different pricing methods in Africa. Also, students will understand the factors considered when pricing a product in Africa. By the end of this module, students would have mastered the pricing techniques that can be used to increase sales and profits in Africa
Retail Store Financing and Profitability	Akintola Owolabi		Akintola Owolabi holds a PhD in Management and Accounting from Obafemi Awolowo University, Nigeria. He has over three decades of experience in industry, consultancy and research, and is a professor of Cost Management Accounting at Lagos Business School.	Students will learn strategies for valuing a retail store, and how venture capital and angel investors use valuations in negotiating milestones, influence and control. At the end of this module, students will be able to explore different financing strategies to increase profitability in an African retail store.

<p>Ethical Issues in Retail Management</p>	<p>Omowumi Ogunyemi</p>		<p>Omowumi Ogunyemi obtained her first degree in Medicine and Surgery. She worked as a medical practitioner in Nigeria before completing a PhD in Ethics.</p>	<p>Students will understand the concept of ethics as well as its importance in African retailing. In addition, Students will know the areas of retail business laced with ethical issues and various examples of ethical dilemmas in retail. At the end, Students will be able to identify (non)ethical behaviours in their retail career and know how to treat ethical issues when they are confronted with them.</p>
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4. LBS CERTIFICATE FOR RETAIL EXECUTIVES

The LBS Certificate Programme for Retail Executives targets retail executives, public sector leaders in the retail sector, supermarket, ecommerce, pharmacy and shopping mall owners, heads and executive members of retail associations, team leaders responsible for determining the direction of the retail business, strategic planning and people development. This gives a more strategic overview of the role of retail within an organization. Artificial intelligence, as regards retail, supply chain management and more are treated in this course for retail leaders. Below are the courses, their respective facilitators, as well as a summary of their expected learning outcomes.

Price: N240,000 | \$430

[Click here to apply](#)

Module Title	Facilitator name	Facilitator photo	Facilitator Bio	Summary
Financing and Running a Profitable Retail Business	Larry Osa-Afiana		Lawrence Osa-Afiana holds a BSc (first class honours) degree from Ahmadu Bello University, Zaria and an MSc and PhD from Cornell University, Ithaca, New York. Dr. Lawrence Osa-Afiana has over 25 years' experience with merchant, commercial and development banking institutions. His background includes vast experience in corporate banking with	This module will expose students to practical insights to key financial information: sales revenue forecast; profit and loss forecast; and cash flow forecasts. Students will also gain insights to how financial performance can impact on the profitability of retail organizations in Africa. At the end, students will be able to identify financing opportunities, manage

			Bank of America, Citibank and Nigeria International Bank. He was pioneer managing director/chief executive officer of Citizens International Bank and Bank of Industry in Nigeria.	finances and profitability of retail firms in Africa.
Strategic Retail Planning in Africa	Samuel Ejuh		Samuel Ejuh is the CEO and founder of Grocery Bazaar store. A serial entrepreneur, Samuel brings over 17 years of experience working in various capacities in the oil & gas, banking, software and FMCG industries. He holds an MBA from the Babson College, Boston, Massachusetts.	Students will understand the strategic retail planning and management and its importance in the African retail sector. Additionally, students will gain insights on the step-by-step process on how retailers create a strategic plan. At the end of this module, students will be able to identify and explore possible opportunities that can arise from strategic planning in the African Retail sector.
Ecommerce Opportunities and Strategic Customer Engagement in Africa	Glory Enyinnaya		Glory Enyinnaya is an international business , author and international speaker who has worked with companies including Accenture, Ernst and Young,	Students will understand the strengths, weaknesses, and opportunities, and strengths of ecommerce in Africa. Also, students will understand the

			<p>British-American Tobacco and the World Bank. She is the the first African to serve on the Governing Board of Beta Gamma Sigma, a global business honors society with a million members in 190 out of 195 countries worldwide including Nobel Prize winners and magnates such as Warren Buffett.</p>	<p>importance of consumer engagement and the different ways retail managers can engage consumers on virtual platforms. When this module is completed, students would have developed the skills that could engage customers on the internet channels.</p>
<p>Effective Leadership and Talent Management for Retail Executives</p>	<p>Akin Oparison</p>		<p>Akin Oparison is a senior fellow at Lagos Business School with over 25 years' management and leadership experience in blue-chip multinational companies. Oparison obtained his master's degree and Doctorate in Business Policy and Organisational Development from the University of Wales, Cardiff.</p>	<p>Students will learn how to become an effective leader and how retail managers can effectively manage their talented salespeople. By the end of this module, students will be able to deploy outstanding leadership skills to harness the talent of their sales personnel.</p>
<p>Retail Data Analytics and Decision Making in Africa</p>	<p>Bongo Adi</p>		<p>Bongo Adi has over 15 years of experience in teaching, policy research and consulting. He has lectured at the University of Tsukuba, Japan, holds a PhD in Development</p>	<p>This module will introduce students to the concepts, processes, and applications of predictive modeling. Students will also learn how to use optimization, advanced models and</p>

			Economics from the same institution.	simulation models for decision-making. At the end, students will be able to use different data sources to select the best course of action even in complex business environments in Africa.
Strategic supply chain and logistics management in Africa	Frank Ojadi		Frank Ojadi has been a member of Lagos Business School for 21 years. Prior to this he worked as a logistics and supply chain manager in various industries in Nigeria. He is an expert in logistics design and implementation.	Here students will learn the basics of supply chain management. From the strategies of logistics management to the steps of the cross docking process, and even tips for effective retail SCM.
Artificial Intelligence for African Retail Stores	Bayo Adekanmbi		Bayo Adekanmbi is the Chief Transformation Officer at MTN Nigeria. He is an award winning business and digital innovation executive with over 20 years of experience.	Students will understand the concept of Artificial Intelligence (AI) as well as its types. Also, Students will learn the benefits and challenges of AI to the African retail sector. By the end of this module, students will be able to appreciate the role of AI in African retailing.
Ethical Issues for Retail Executives in Africa	Kemi Ogunyemi		Kemi Ogunyemi is the director of the Christopher Kolade Centre for Research in Leadership and Ethics. She holds a PhD in Management from Pan Atlantic University and	Students will learn the principles of ethical leadership and best practices. Students will also be exposed to some of the complex ethical questions posed on retail executives. At the end,

			teaches business ethics, managerial anthropology and sustainability management at the Lagos Business School.	students will develop the ability to recognize competing values within any retail organizations as well as make difficult decisions that involve economic, legal, and ethical responsibilities to multiple parties in Africa.
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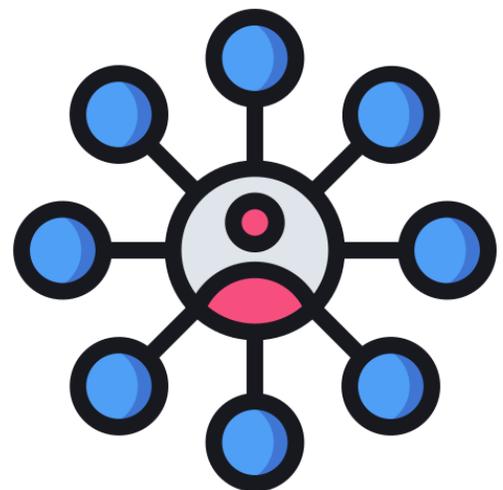
5. CALENDAR FOR 2022

Five webinars to hold in January, March, June, August, and November 2022.



An annual Retail-focused conference and research symposium held in the month of October.

4 virtual networking events held in the months of February, May, July and November 2022



6. FOR FURTHER INFORMATION

For more information, please contact one of the following:

The LBS Executive Education Department – exceedsales@lbs.edu.ng - 234-(0)-8025014623

Segun Thomas – stomas@lbs.edu.ng – +234 807 442 6856

John Ossai – jossai@lbs.edu.ng – +234 816 091 5762