

Appendix 1

Brief Description of Proposed Chapter Topics

Part 1: Understanding Africa's Retail Environment

Chapter 1: Evolution of Africa's retail environment: A brief look at the East and West

African retail industries compared to the South - Africa has a long history of retailing, starting from the traditional to the modern forms of retailing. While comparatively tracing the antecedents of retailing in East/West and South Africa, this chapter is designed to provide answers to the evolution of the retail landscape in Africa and the drivers of the identified change and development. Evidence is also required on how retail trade differs in these regions. The chapter's authors should illustrate their position with statistics and back them up with short stories. Authors are also expected to provide at least three action points that can help improve retail industries in East and West Africa.

Chapter 2: Learning from the South African Experience: The Good & the Bad

– This chapter should answer the following questions: What is the antiquity behind, forces shaping, and prevalent trends in South Africa's retail environment? What are the 'take-aways' from the performance and complexity of retail investments and practices in South Africa? And to what extent can these practices and strategies be domesticated for improved versions of the retail industries in other parts of the continent? The chapter's authors should include statistics and back them up with short stories. Authors are also expected to provide at least three action points to help retail professionals and practitioners realise profitable and sustainable retail in the continent.

Chapter 3: Setting the mission, vision, and strategy for your retail organisation

– This chapter should answer the following questions: what is the distinction between mission and vision statements? How do mission and vision statements inform direction and strategy for retailers? What roles does it play in conveying organisational values to targeted consumers? Authors of this chapter should include statistics and back them up with short stories and provide at least three action points that can help retailers set mission, vision, and business strategy.

Chapter 4: Regulatory environment in Africa's retail

– This chapter should answer the following questions: regulatory bodies and principles exist in Africa's retail space, especially in operations, product liability, competition, consumer protection, price controls, and social and environmental considerations? How do these regulations impede or accelerate the growth and development of the industry? The chapter's authors should illustrate their position with statistics and back them up with short stories. Authors are also expected to provide at least three action points to help retail professionals and practitioners understand the continent's regulatory environment.

Chapter 5: Transition from traditional to modern retail – consumer's appeal toward conventional retail has been waning considerably in Africa. This chapter should answer the following questions: how responsive are African retailers to modern forms of retailing? What challenges do African retail professionals face in transitioning into modern retail? How do the changing consumer behaviours support or discourage modern retailing in the continent? The chapter's authors should back their arguments with data, illustrations and case scenarios. Authors should also offer at least three action points to help retailers adopt modern retail practices.

Part 2: Exploring Career Opportunities in Retail

Chapter 6: What career opportunities exist? This chapter should answer the following questions: What career trajectories are in Africa's retail industry? How does one identify career opportunities in Africa's retail landscape? How sustainable are emerging careers in Africa's retail industry? What is the readiness of Africans in exploring career routes in the retail sector? Authors should also offer action points on identifying profitable careers in the African retail industry, including statistics, and back them up with short stories.

Chapter 7: Competencies, knowledge, skills, and attitudes required to work and grow in retail – This chapter should answer the following questions: what functional knowledge and requisite skill set are needed for a career in retail? What are the predictors and indicators of growth in Africa's retail industry? What is the right work attitude and behaviours for a successful career progression in retail? Authors should also offer at least three action points on developing competencies needed to thrive in retail despite the peculiarities in Africa.

Chapter 8: Do you have a suitable climate for a successful career in a retail environment? This chapter should answer the following questions: what is the right domain for a successful career in retail? To what extent does the current reality of Africa support or discourage a career in retail? What innovative measures could be taken for a profitable career in retail amid Africa's socio-economic realism? The chapter's authors should include statistics and back them up with short stories. Authors should also provide at least three action points that can help retailers in Africa in decision making.

Chapter 9: Building a Pan-African footprint – This chapter should answer the following questions: How can partnerships and retail expansionism be encouraged and strengthened for retail practice in the African way across the continent? What are the challenges of building pan-African retail? Authors of the chapter should illustrate their position with concrete examples, statistics and short stories. Authors should also provide at least three action points in building a pan-African presence.

Part 3: Defining your growth aspiration

Chapter 10: Resourcing for growth in retail – This chapter should answer the following questions: what are the options for development in Africa's retail? What resources (human and material) are needed for growth in retail? How can a retail professional in Africa grow their product and service offerings? How can a retailer expand into other markets? Authors should also offer at least three action points in resources for growth in the African retail industry.

Chapter 11: Identifying market opportunities – This chapter should answer the following questions: what strategy and technique can be used in assessing the changing African consumer needs and inventory supply? How can a retailer explore underserved Africa's retail industry? What risks and opportunities do regulators such as the national government and other informal gatekeepers pose to the success of identified opportunities in Africa's retail? The chapter's authors should illustrate their position with unique examples and evidence from business cases in Africa. Authors must also ensure that the identified opportunities cover the five sub-regions of the continent and provide at least three action points to help retailers or marketers identify market opportunities in the continent.

Chapter 12: Building the structure and systems for growth – This chapter should answer the following questions: what are the structure and strategies for growth in Africa's retail? How resilient are these structures and systems for growth to unprecedented socio-economic and health crises like COVID-19? The chapter's authors should illustrate their position with unique examples and evidence from business cases in Africa. Authors must also ensure that the identified structures and systems for growth reflect the five sub-regions of the continent and provide at least three action points that can help retailer professionals, practitioners, and investors build a solid retail structure and systems for growth.

Part 4: Performance Management in Retail Organisations

Chapter 13: Relevant performance metrics in retail – This chapter should answer the following questions: what are the indicators needed to track retail organisations' performance in Africa? How can retail performance in Africa be optimised for maximum performance and output? Authors of the chapter should illustrate their position with unique examples, including statistics to back them up. Authors must also provide at least three action points that can be used in developing retail performance metrics that will reflect the peculiarities of the continent.

Chapter 14: Talent development in retail – This chapter should answer the following questions: what talents are needed in African retail? How can the identified talents in retail be nurtured and retained in Africa? What official and unofficial talent development space exists in Africa? What are the challenges of talent

development in Africa's retail? The chapter's authors should illustrate their position with data and insights on the continent. Authors must also ensure that the identified instances reflect the five sub-regions of the continent and provide at least five action points that can help develop talent in the African retail industry.

Chapter 15: Motivating talent for high performance in a retail environment – This chapter should answer the following questions: How can skills in retail be inspired for high performance? What training and retraining are needed to ensure high performance in the continent's retail space? How can high-performing employees be involved in critical industry decisions? The chapter's authors should illustrate their position with practical examples and evidence from business cases in Africa. Authors must ensure that the identified motivating factors reflect the peculiarities in Africa. Authors are also expected to provide at least three action points to help talent motivation in the African retail industry.

Chapter 16: Data analytics as a source of competitive advantage - This chapter should answer the following questions: what competitive advantage does data analytics provide for retail professionals and practitioners in Africa? What is Africa's retailers' readiness to access the opportunities presented by data analytics as an advantage to increased performance? What are the inhibitors to adopting data analytics among retailers in Africa? The chapter's authors should illustrate their position with practical examples and evidence from business cases in Africa. Authors are also expected to provide at least three action points that can help adopt data analytics for competitive advantage in the African retail industry.

Part 5: Building Competitive Advantage in Africa Retail

Chapter 17: Marketing a retail organisation as a source of competitive advantage - This chapter should answer the following questions: How can retail organisations in Africa be better positioned to drive sales and patronage? How can retail organisations in Africa develop an online presence and offer a personalised customer experience? How can a retail organisation reach and deliver product or service offerings to targeted consumers? Authors of this chapter should include statistics and back them up with short stories. Authors must also offer at least three action points to help retail organisations apply marketing for a competitive advantage in the industry.

Chapter 18: Market Insights in Africa's retail environment - This chapter should answer the following questions: What are the trend and dynamics in Africa's retail environment? What factors shape these market trends and dynamics in the continent? How can retail organisations in the continent offer better experiences, lower costs, ethical behaviour, and greater sustainability to Africa's retail

consumers? What are the local market nuances in the retail industry across Africa? The authors of this chapter are expected to focus on a unique phenomenon that is relatable across the continent. Authors must also offer at least three action points to help retail organisations decipher insights from the continent's retail environment.

Chapter 19: Partnerships, Licenses, Franchises, and Venture agreements: – This chapter should answer the following questions: what are the roles of partnerships, licenses, franchises, and venture agreements to profitable and sustainable retail in Africa? What challenges are Africa's retail professionals facing in securing gainful alliances, rights, franchises, and venture agreements? The authors of this chapter are expected to answer these questions by innovatively engaging case studies. Authors must also provide at least three actionable tips and strategies to guide the continent's retail professionals and practitioners in securing partnerships, licenses, franchises, and venture agreements.

Chapter 20: Inculcating the dynamics of supply chain management – This chapter should answer the following questions: How can Africa's supply chain be re-engineered to reflect the continent's retail industry dynamics? What are the barriers and driving forces of the supply chain in Africa's retail industry? The chapter's authors should illustrate their position on the relatable, unique phenomenon across the continent. Include statistics and back them up with short stories. Authors are also expected to provide at least three action points to help retailers inculcate Africa's retail space dynamics to supply chain management.

Chapter 21: Leveraging technology for competitive advantage – This chapter should answer the following questions: How can IT infrastructure and digital technologies be used as a competitive advantage among Africa's retail? What are the material and immaterial threats and risks in adopting technological innovations in Africa's retail? What opportunities do IT infrastructure and digital technologies offer retail and its consumers in the continent? The chapter's authors should illustrate their position with statistics and short stories. Authors are also expected to provide at least three action points to help retailers leverage technology for a competitive advantage.

Chapter 22: Navigating Infrastructural and cultural issues for competitive advantage – This chapter should answer the following questions: What infrastructural challenges and cultural orientation in the continent do not promote retail? How responsive are Africa's infrastructural and cultural background to modern retail practices? How can retail professionals and practitioners traverse the continent's infrastructural, cultural, and political issues for a profitable and sustainable retail enterprise? The chapter's authors should include statistics and back them up with short stories. Authors are also expected to provide at least three action points to help retail professionals and practitioners navigate infrastructural and cultural issues for competitive advantage.

Chapter 23: Applying human capital to build competitive advantage in African retail –

This chapter should answer the following questions: How can the significant and booming human capital in Africa be translated into profitable and sustainable retail? What functional knowledge and requisite skill are lacking in the continent's human capital? What are the high points of human capital management in retail organisations in Africa? The chapter's authors should include statistics and back them up with short stories. Authors are also expected to provide at least three points to spur innovations in applying the continent's human capital for competitive advantage.

Part 6: The Retail of the Future

Chapter 24: What will the retail of the future look like in Africa? This chapter should answer the following questions: what is the prospect of life-commerce in Africa? What proactive measures exist for African retailers to remain relevant to consumers? How can retailers in Africa develop targeted solutions to meet the changing consumer needs in Africa and the global retail ecosystem? How can Africa's retail integrate seamlessly virtual and physical customer engagement? The authors of this chapter are expected to focus on a unique phenomenon that is relatable across the continent, including statistics, and backing them up with short stories. Authors must also offer at least three action points to help the continents retailers understand the direction of change and utilise the same for profitability.