EICOM INSTITUTE

SYLLABUS

KEY TOPICS IN DIGITAL COMMERCE

COMMERCE MANAGEMENT CERTIFICATION

COMMERCE MANAGEMENT CERTIFICATION

A GUIDE TO THE TOPICS THAT COULD BE COVERED IN OUR EXAMS

When reading this syllabus, please note that the topics should be approached and studied from the point of view of a senior commerce professional such as a CEO, CFO, Commerce Director, etc. A good understanding of digital commerce vocabulary is required for our examinations.

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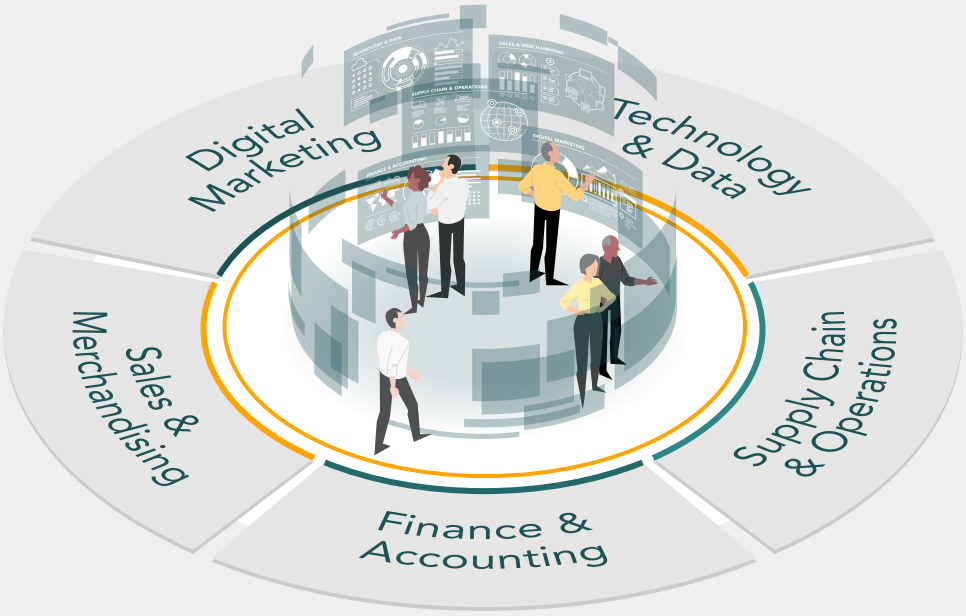
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OVERALL EVALUATION

We evaluate candidates' digital commerce knowledge throughout **5 dimensions**, which are equally important. Every dimension contains key pillars that indicate the learning pathway in each field of expertise. Each pillar is subdivided into specific topics. Even if the exam you registered for does not cover all the topics described in this document, the syllabus provides an understanding of the overall subject matters that are evaluated by the Commerce Management Certification.

DIGITAL COMMERCE KNOWLEDGE DIMENSIONS



HOLISTIC APPROACH

To become a certified Commerce Management Executive, you should be able to display knowledge from the very basics of each particular dimension, with the capability to provide elegant solutions and a **holistic approach** to a variety of business scenarios.

You should be able to tackle each scenario, addressing needs related to each and every of the 5 dimensions, presenting an established and **authoritative** approach.

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KNOWLEDGE DIMENSIONS

Supply Chain & Operations

Technology & Data



Digital Marketing

Sales & Merchandising

Finance & Accounting

SALES & MERCHANDISING

BUSINESS PLANNING & TOOLS

- Using market analysis and competitiveness index for growth
- Mapping the market, brands, suppliers and potential customers
- Addressing opportunities by analysing problems and implementing solutions
- Overall strategy definition, including sales channels, margins, target price, stock allocation, etc
- Financial planning, definition and understanding of budgets and creation of marketing and media campaigns
- Definition of metrics and KPIs and their tracking
- Concepts in business such as GMV and revenue
- Usage of tools and analysis such as ABC Curve for growth optimisation

SALES CYCLE MANAGEMENT

- Ethics and integrity in sales processes
- 4P's of marketing (Price, Product, Place, Promotion) and its application in commerce
- Category management and product assortment (Definition of categories, subcategories and SKUs)
- Negotiation strategies with suppliers
- Customer journey and UX/UI in relation to commerce performance
- Connection between inventory management and logistics in leveraging sales opportunities (overstock, stockout, SLA, etc)
- Payment methods and their usability for growth
- Managing post purchase process and addressing growth opportunities through CRM

CHANNEL MANAGEMENT

- Product assortment and communication strategy per channel
- Pricing strategies considering different sales channels
- Managing different stakeholders in the process: Manufacturer, distributor, wholesaler, retailers, franchises, physical stores, ecommerce
- Omnichannel approach and unified commerce
- Marketplace business models (3P, 1P, product mix strategy, etc)
- Cross-border evaluation and optimisation
- Trade marketing, merchandising structure and KPI's for growth
- Relationship management and channel conflicts

GROWTH OPTIMISATION STRATEGIES

- Discounts and promotions management
- Social selling strategies
- Increasing customer LTV and decreasing CAC - Upsell, cross-sell, bundling, repurchase, recurrence, service products, subscriptions.
- Growth strategies for special digital commerce events, such as Black Friday
- Ecommerce metrics and growth drivers: Traffic, conversion, average ticket per product, AOV, sales funnel.
- Streams of revenue definition and creation
- Optimising marketing investment and ad spend to improve ROI and ROAS
- Product Listing Page (PLP) and Product Detail Page (PDP) management



FINANCE & ACCOUNTING

FINANCIAL STATEMENTS AND ACCOUNTING CONCEPTS

- The difference between gross revenue, net revenue and GMV
- Application of different streams of revenue in the P&L
- Concepts of cost of goods sold and cost of revenue
- Gross margin and gross profit within commerce operations
- Expenses and their relationship to costs
- Understanding of net income, EBITDA and net profit
- The P&L structure and its intricacies
- Balance sheet and cash flow statement

FINANCIAL COMPONENTS APPLIED WITHIN A COMPANY STRUCTURE

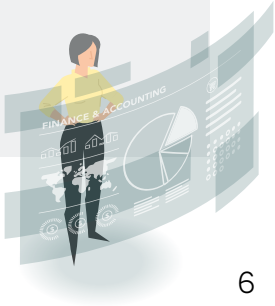
- Usability and calculations of taxes, refunds and cancellations
- Development of rebates and incentives for growth
- Creation of discount campaigns, promotions and their relationship to finance
- The financial impact of advertisement spend within a business
- Investments with innovation and research & development as a competitive advantage
- Leveraging growth and negotiations through the analysis of payment terms opportunities
- The impact of currencies and exchange rates on global companies
- The financial impact of a chargeback in the overall business and supply chain

COSTS AND INVESTMENTS ASSOCIATED WITH COMMERCE OPERATIONS

- How to leverage concepts of OPEX and CAPEX in a business
- The ability to make assumptions regarding technology costs in digital companies
- The knowledge on the importance of labour costs and their average market parameters
- Insights of customer service costs within commerce operations
- Skills on the hypothesis of payment, finance and fraud costs in a variety of scenarios
- Knowledge of fulfillment operations costs and understanding how to optimise them
- Capabilities to make assumptions of delivery and return costs and its association with multiple KPIs
- Being aware of important hidden costs within operations, such as treasury, administrative expenses & others

BUSINESS FINANCE

- The impact of inventory costs in the P&L
- Calculating churn / CAC / LTV and guiding the business to customer retention
- Skills to analyse price elasticity of demand and propose guidelines for growth
- Calculating the investment payback and analysing sustainability of the business
- Ability to evaluate ROI / ROAS of sales and marketing campaigns and structures
- Understanding concepts and taking actions towards margin and profitability enhancement
- Understanding a range of concepts surrounding streams of revenue and being able to propose new business models
- Application of techniques and methods towards protecting and leveraging cash



SUPPLY CHAIN & OPERATIONS

DEMAND PLANNING & INVENTORY MANAGEMENT

- S&OP - Sales & Operations Planning and its usability on demand evaluation
- Techniques for forecasting and finished goods/ materials demand planning
- Procurement process, negotiation strategies and outsourcing
- Impacts of the supplier SLA and incorrect planning or procurement in the supply chain
- Techniques for warehousing and storage management
- Concept of inventory coverage, the impact of stockout, overstock in business performance and ABC curve analysis to its mitigation
- Usability of safety stock and its potential impact in the business
- Costs of inventory management and its impact on the P&L

LOGISTICS & DISTRIBUTION

- Process for receiving goods and merchandise
- Strategies surrounding picking, packing and invoice process
- Overall distribution framework and stakeholders in the supply chain: Manufacturer, distributors, wholesaler, retailers, end user, etc.
- Routing and tracking as a competitive advantage
- Transportation process and different possibilities of deliveries, trucks and necessities
- Concepts regarding optimisation of pick-up points, shipping from store, home delivery and other models
- Drop shipping and cross docking strategies and benefits
- Inherent costs in the distribution process, such as freight and strategies for its optimisation

CUSTOMER SERVICE OPERATIONS

- Customer support strategies and characteristics of an effective customer service operation
- Building the planning process and implementing the operation
- Common enquiries needed to train and build the right skills
- Technology, innovation and software used in the operation
- Performance evaluation in customer service, surveys and KPIs measurement
- Building the organisational structure, with roles, responsibilities and costs associated
- Strategies to retain clients, reverse logistics and growth strategies within customer service
- Contact channels available to the customer and support shifts

SUPPLY CHAIN & CUSTOMER SERVICE OPTIMISATION STRATEGIES

- Implementation of strategies to improve business operational efficiency
- Omnichannel approach, dark stores and distribution centres optimisation
- Conflict of channels and relationship management
- Supply chain strategies for special digital commerce events, such as Black Friday
- Making valid assumptions and correctly structuring the operations
- Supply chain impact on the P&L, performance measurement and KPIs
- Supply chain management for marketplace operations
- Supply chain strategies behind cross border operations and their implementation



TECHNOLOGY & DATA

TECHNOLOGY OVERVIEW & PERFORMANCE TRACKING

- Understanding of networking and Internet architecture
- Knowledge of URLs, domains, IP addresses, protocols, DNS and other key foundational topics
- Firewalls, HTTPS and cybersecurity concepts
- How data encryption tools work
- Cache / Caching concepts
- Time to interact, time to first byte and Request Time Optimisation for mobile and desktop
- Mobile and desktop optimisation techniques
- Web Page Test, Lighthouse, Web Vitals and other performance tracking tools

INTEGRATIONS AND SUPPORTING OPERATING SYSTEMS

- Integrations, middlewares and microservices involved in commerce operations
- Understanding the advantages and disadvantages of various modalities within technology architecture
- ERP integration needs and applicability
- API concepts and their application
- Data collection and migration through integration
- CRM systems and their usability within digital commerce
- The importance of a successful CMS implementation
- Integrations between ecommerce platform and other key systems, such as supply chain

WEBSITES, WEB PROGRAMMING & COMMERCE INFRASTRUCTURE

- Overview of commerce related web programming (HTML, Javascript, CSS)
- Knowledge on ecommerce platforms, their needs and migration opportunities
- User Experience Analytics, i.e. Hotjar
- Understanding the relationship and application of UX and UI Design within digital commerce
- Headless, PWAs, Native Apps, Web Apps and their usability in commerce
- Web related metrics and data analytics evaluation
- Web page testing and error codes
- Common troubleshooting related to ecommerce operations
- Systems architecture and ecommerce platforms, considering the scalability of the operation

DATA APPLICABILITY IN COMMERCE

- Foundational knowledge and impact of data governance such as GDPR and similar
- Data visualisation, interpretation and extrapolation techniques
- Accessibility and usability of data
- Techniques surrounding the acquisition and storage of relevant data
- Foundational knowledge and understanding of deep learning and machine learning applications
- The application of data for business intelligence and positive customer experiences
- New technologies and AI in data management
- Analysis, interpretation and diagnosing a set of growth, supply chain, digital marketing or financial data



DIGITAL MARKETING

DIGITAL MEDIA CHANNEL MANAGEMENT

- Inbound marketing and automation strategies
- Social media relationship management
- Affiliate marketing and influencer partnership development
- Implementation of strategies for media retargeting
- Communication through PPC, Google Ads, display ads and programmatic media
- Performance tracking tools, such as Google Analytics knowledge
- Awareness and consideration tactics, such as Live Streaming and Blog development
- Audiovisual marketing, such as video content & podcast creation

SEARCH ENGINE OPTIMISATION

- Keyword mapping and enhancement strategies
- Long tail management and optimisation
- Process of continuous improvement of content generation
- Concepts surrounding domain authority and actions for its optimisation
- Strategies for link building, URL structure, meta tags, etc
- Indexing and crawling concepts and efficiency improvement activities
- Robots.txt and sitemap optimisation
- Web Vitals, Lighthouse score, page load speed and organic traffic enhancement initiatives

USER EXPERIENCE IN DIGITAL MARKETING

- User research and its application in the marketing 4P's (Product, Place, Price and Promotion)
- Identifying the target audience, their needs and defining personas
- Digital competitive landscape - How are competitors positioned in the market?
- Usability and website navigation as an advantage to customer experience improvement
- Copywriting development, engagement and optimisation
- Device optimisation and impactful channels - How to optimise them for each device and persona
- The strategies and implementations behind A/B testing
- NPS and level of satisfaction of customers with products, purchasing process, support, etc

DIGITAL MARKETING OPTIMISATION STRATEGIES

- Metric optimisation, such as sessions, conversion rate, bounce rate and AOV
- Concepts of MVP / Prototype / POC and its usabilities
- Analysing consumer behaviour to identify preferred devices, payment methods, shipping, channels etc
- Sales funnel as a tool to optimise metrics and investigate key insights
- Marketing financials, such as ROI, ROAS and CAC to develop budget accordingly for its optimisation
- Campaign creation framework - landing page, amplification, registration/purchase, email
- Improving advocacy through social proof, customer reviews, etc
- Mindset and philosophy of digital transformation for marketing activity implementation



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EXPECTATION FOR EACH LEVEL

THE TOPICS REPRESENTED IN THIS SYLLABUS COULD BE EVALUATED IN ALL 3 LEVELS OF OUR EXAM. HOWEVER, EACH LEVEL REQUIRES **DIFFERENT** DEPTHS OF KNOWLEDGE AND EXPERIENCE:

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LEVEL 3

By building upon the previous levels you must be able to demonstrate an in-depth **experience** in each of the 5 knowledge dimensions and understand their application **strategies** in real world scenarios along with real life examples and experience referenced. The knowledge shown must be actionable, holistic and with a **deep understanding** of concepts.

Recommended for highly skilled senior commerce professionals with extensive field experience.

LEVEL 2

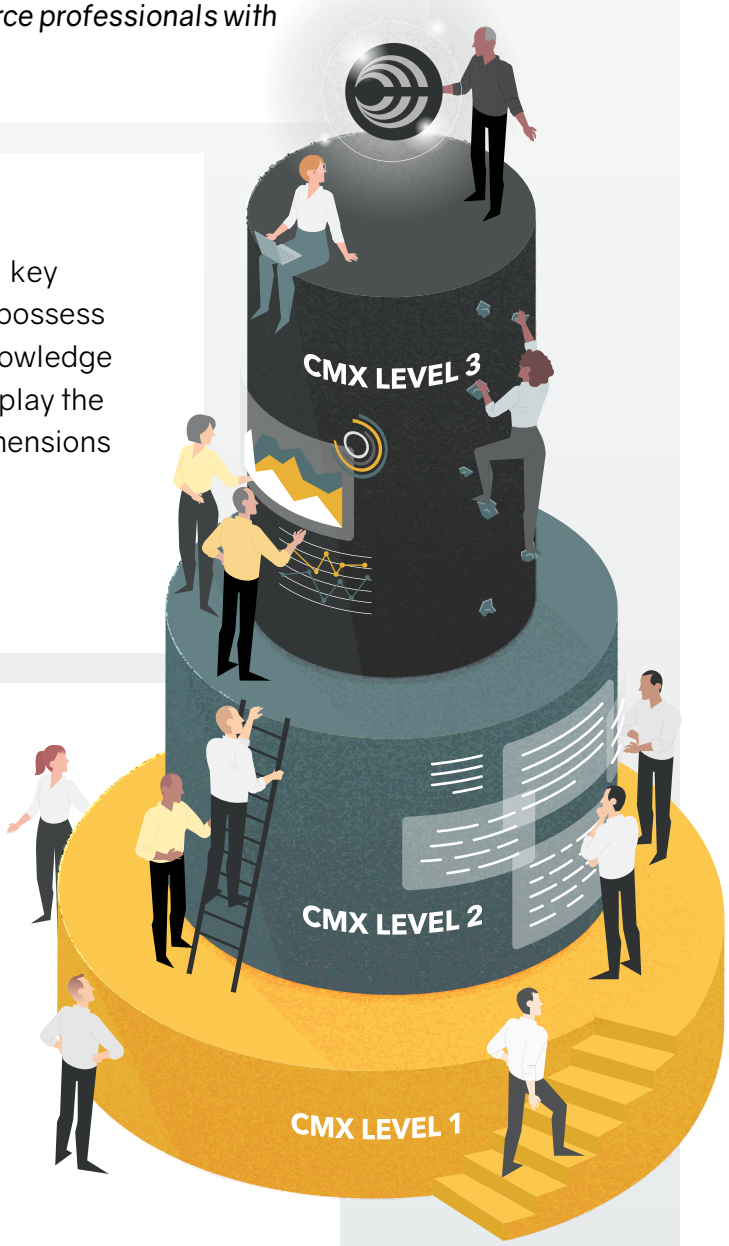
You must be able to display the **application** of key concepts in real-world scenarios. You should possess a **medium** depth of comprehension in the 5 knowledge dimensions and be able to understand and display the close relationship between the knowledge dimensions and the impact they have on each other.

Recommended for experienced digital commerce professionals.

LEVEL 1

You need to understand the **definition** and **key concepts** of the 5 knowledge dimensions. You will need to display a **foundational** digital commerce knowledge along with definitions of key concepts and widely used terminology for each of the dimensions.

Recommended for commerce professionals starting their journey with our certification or professionals who are new to the commerce industry.



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SAMPLE QUESTIONS

THE FOLLOWING QUESTIONS EXEMPLIFY HOW THE SAME TOPIC IS APPROACHED IN THE THREE DIFFERENT LEVELS OF THE EXAM:

SUPPLY CHAIN & OPERATIONS

- **Demand planning & Inventory management**
  - Concept of inventory coverage, the impact of stockout, overstock in business performance and ABC curve analysis to its mitigation

SAMPLE QUESTIONS

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LEVEL 1

The purpose of this level is to evaluate knowledge on foundational concepts and definitions regarding digital commerce.

Inventory coverage is a metric calculated with the following formula:

A) Inventory divided by revenue.

B) Inventory divided by costs.

C) Revenue divided by inventory.

D) Costs divided by inventory.

LEVEL 2

The purpose of this level is to evaluate knowledge on applications and actions towards improvement of an operation.

A famous electronics brand has over $500 million in sales. One of the products has a coverage of over 200 days, and the target of the other products is 25 days. Please pick 3 actions to bring its coverage back to the target whilst minimising brand impact.

I) Lower the price of the product

II) Paid advertising for the product

III) Bundle the product to other A-curve products

IV) Put the product on the front page of the website to promote and enhance its visibility

V) Lower the price on non-public channels

VI) Dispose of the inventory so the costs associated with storage are zeroed

VII) Give discounts for friends and families of employees

VIII) Discontinue the product

Pick the option with valid actions.

A) I, V and VI

B) I, III and V

C) III, V and VII

D) II, V and VIII

E) I, II and IV

LEVEL 3

The purpose of this level is to evaluate thorough strategic knowledge on digital commerce, the implications of any actions taken and how to implement actions or concepts within an organisation.

Consider a fashion store that sells on average $700,000 per month with a net profit of $10,000. This company has an inventory coverage target of 25 days and the current cost of money is 2% on a monthly basis. However, an error made on the demand planning which automatically impacted the procurement process, has increased the current inventory coverage to 75 days. Considering this scenario, what will be their monthly net profit for this last month with the inventory coverage of 75 days, if all the other parameters remain the same? What actions would you take to improve the operational efficiency of this store and what is the expectation on inventory levels after your measures are taken?

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