

Retail and E-Commerce English Participant Workbook

Practice pages for realistic field-specific meetings, pushback, documentation, and role-play preparation

Audience: retail managers, e-commerce teams, merchandising staff, store operations leaders, fulfillment teams, customer service managers, marketplace sellers, and growth operators

Focus: A retail and e-commerce English curriculum for merchandising, pricing, inventory, fulfillment, marketplaces, customer complaints, returns, conversion metrics, promotions, and vendor coordination.

Designed for advanced ESL learners who already use professional English and need industry-specific terminology, realistic meetings, role-play pressure, careful pushback, and polished workplace outputs.

Teaching stance: this is language and workplace-communication training, not legal, medical, financial, safety, or regulatory advice. Instructors should connect every scenario to the learner's current company policies, local rules, and approved procedures.

How to Use This Workbook

For each module, define the terms, identify the decision pressure, write a careful response, and practice the conversation aloud. Strong answers are specific, calm, evidence-aware, and tied to owner and next step.

Module 1. Merchandising and Assortment Planning

Situation

A buyer wants to add many new SKUs before holiday season.

Stakeholder pressure: Approve the assortment expansion.

Constraint: Shelf space, demand signal, margin, inventory risk, and vendor capacity need review.

Terms to use

- assortment
- SKU
- sell-through
- gross margin

Evidence, owner, or policy boundary

Pushback sentence

Draft the assortment decision memo

Module 2. Pricing, Promotions, and Margin

Situation

A promotion drives revenue but margin falls sharply.

Stakeholder pressure: Repeat the promotion because sales increased.

Constraint: Gross margin, cannibalization, inventory, customer acquisition, and brand impact matter.

Terms to use

- markdown
- promotion
- gross margin
- cannibalization

Evidence, owner, or policy boundary

Pushback sentence

Draft the promotion readout

Module 3. Inventory, Allocation, and Replenishment

Situation

A hot item is stocked out in stores but overstocked online.

Stakeholder pressure: Transfer everything immediately.

Constraint: Allocation, demand, lead time, logistics cost, and service level require planning.

Terms to use

- allocation
- replenishment
- stockout

- inventory turn

Evidence, owner, or policy boundary

Pushback sentence

Draft the replenishment action plan

Module 4. Fulfillment, Shipping, and Returns

Situation

A warehouse backlog delays guaranteed delivery dates.

Stakeholder pressure: Send a general apology.

Constraint: Order status, carrier capacity, customer promise, refund policy, and service recovery matter.

Terms to use

- fulfillment
- SLA
- return rate
- carrier

Evidence, owner, or policy boundary

Pushback sentence

Draft the fulfillment delay script

Module 5. Conversion, UX, and Digital Analytics

Situation

Checkout conversion drops after a redesign.

Stakeholder pressure: Assume customers dislike the new look.

Constraint: Instrumentation, device mix, payment errors, and funnel step drop-off need analysis.

Terms to use

- conversion rate
- funnel
- cart abandonment
- A/B test

Evidence, owner, or policy boundary

Pushback sentence

Draft the conversion diagnosis

Module 6. Marketplace and Vendor Management

Situation

A vendor ships late and product ratings fall.

Stakeholder pressure: Threaten to delist them immediately.

Constraint: Scorecards, SLA, customer impact, inventory, and remediation plan need review.

Terms to use

- marketplace
- vendor scorecard
- SLA
- defect rate

Evidence, owner, or policy boundary

Pushback sentence

Draft the vendor scorecard update

Module 7. Customer Service and Escalations

Situation

A customer demands a refund outside the return window.

Stakeholder pressure: Make an exception for anyone who complains loudly.

Constraint: Policy, goodwill, fraud risk, and customer lifetime value need balanced judgment.

Terms to use

- return policy
- goodwill credit

- chargeback
- customer lifetime value

Evidence, owner, or policy boundary

Pushback sentence

Draft the escalation response

Module 8. Store Operations and Omnichannel Execution

Situation

Buy-online-pickup-in-store orders are not ready on time.

Stakeholder pressure: Tell stores to prioritize online orders over walk-ins.

Constraint: Labor, inventory accuracy, queue management, and customer expectations all matter.

Terms to use

- BOPIS
- inventory accuracy
- queue
- labor model

Evidence, owner, or policy boundary

Pushback sentence

Draft the omnichannel operations brief

Capstone Simulation

Lead a cross-functional meeting in retail and e-commerce. Choose four modules from this workbook, connect the risks, and prepare a five-minute update with decision, evidence, constraint, owner, and next step.
