OPTIMUM
RETAIL SOLUTIONS

Visit	Planned Dates	Subject

OPTIMUM RETAIL SOLUTIONS

Strategy Management Process

Getting started: ✓Planning team ✓Create schedule ✓Gather documents

Determine Position	Develop Strategy	Build the Plan	Manage Performance
Strategic Issues Identify strategic issues to address	**Mission** Determine your organizations core purpose	**Use SWOT** Process the SWOT to set priorities	**Rollout** Communication strategy to whole organization
Industry & Market Data Identify market opportunities and threats	**Values** Identify your core beliefs	**Organization Goals** Set short-to-mid-term SMART goals (1+ year)	**Set Calendar** Establish schedule for progress reviews
Customer Insights Assess current satisfaction and future demand	**Vision** Create an image of what success looks like in 5 years	**KPI's** Select key performance indicators to track progress	**Leverage Tools** Identify Reports, Point Person, Frequency
Employee Input Determine strengths and weaknesses	**Competitve Advantage** Solidify your unique position	**Department Goals** Cascade organization goals to departments (12 months)	**Adapt Quarterly** Hold progress reviews and modify
SWOT Synthesize the data into summary SWOT items	**Org. Wide Strategies** Establish the approach for how you will succeed	**Team Member Goals** Cascade department goals to individuals	**Update Annually** Review end of year, plan next year.
	Long-Term Objectives Develop a 3 year balanced framework of 6 or less objectives	**Budget** Align a one-year budget with the plan	

OPTIMUM
RETAIL SOLUTIONS

Store Manager
Monthly 1 on 1

KPI- "Key Performance Indicator" review

Key Points

- Review statistical performance relative to goals.
- Consider how the current month differs or resembles the trend over time (3-6 months)
- Use behavioral categories, found in coaching log, to provide feedback to the SM that will improve their effectiveness and increase results.

The categories/headings listed below are a sample of how to accomplish this:

Staff development & compliance

- What effort is the manager making to increase capacity in the store?
  Is it supported by data or observation?
- Owner provides feedback based on data and observation. Focus first on the staff as an entity rather than an individuals performance.

Manager development & compliance

- Is the manager meeting owner's expectations with regard to behavior and out come?
- Owner to provide developmental feedback based on data and observation.
  Generally speaking, concentrate on themes for improvement rather than isolated exceptions.

Calendar review

- Planning for upcoming events, holidays, projections, store visits, etc.

Inspect preparation

- Promotions, initiatives, special events, holidays, etc.

Schedule review

- Consider adequate coverage, personality mix, days off, vacations, etc.

Projects

- Status updates, quality of work, satisfaction with results, etc.

OPTIMUM RETAIL SOLUTIONS

STORE MANAGER CHECKLIST
MONTHLY & WEEKLY RESPONSIBILITIES

MONTHLY	✓
Lead the sales floor by example - Be the floor general, sell, be available for turnover, seek POS opportunities.	
Review previous month's performance - seek opportunities.	
Prepare/Schedule/Hold a 1-hour store meeting addressing key issues/opportunities and recognizing top performers.	
Prepare & deliver coaching logs in one-on-one session w/associates. To be completed in the first 5 days of the month. Provide KPI goals for the new month.	
Plan mid-month associates coaching log review. Review KPI's versus Expectations and address.	
Establish training initiatives and put into motion. Must be measurable.	
Update "New Month" performance board with goals.	
Review and plan for upcoming projects. Plan actions and timeliness accordingly.	
Store Visual Inspection. Address associates "Area's of Pride". Provide feedback and necessary actions.	
Review sign package for change. Implement (Banners, easels, counter top, etc).	
Diamond test all Solitaires, earrings and bridal for security. Case count accuracy verified.	
Review repair department margin and sales versus expectations. Address.	
Payroll review actual versus budget. $ wisely used/limit or no OT.	
Recognize opportunities for POS training and reinforcement.	
Follup-up with associates, ensuring that Thank you notes are being completed and mailed.	
Clientele. What are your associates doing to drive business? Telephone - follow-up initiatives.	
Event Preparation. Ensure that calls are made and appointments are scheduled. Update Master list.	
Communicate new merchandise or promotions with team members. Actions, training initiatives and goals set.	
Establish associate KPI goals and individual training initiatives for the upcoming month.	
Other:	
Other:	
Other:	

WEEKLY	✓
Establish sales focus for the week! Communicate to team.	
Reinforce training initiatives - role play.	
Review visual presentation.	
Address poor performance with individual associates.	
Event execution status - address.	
Recruit in your area, collect 2 names and contacts.	
Review sign package for accuracy. Update.	
Have associates pick 5 items to show and suggest to customers for the week.	
Other:	
Other:	

OPTIMUM RETAIL SOLUTIONS

STORE MANAGER CHECKLIST
MONTHLY & WEEKLY RESPONSIBILITIES

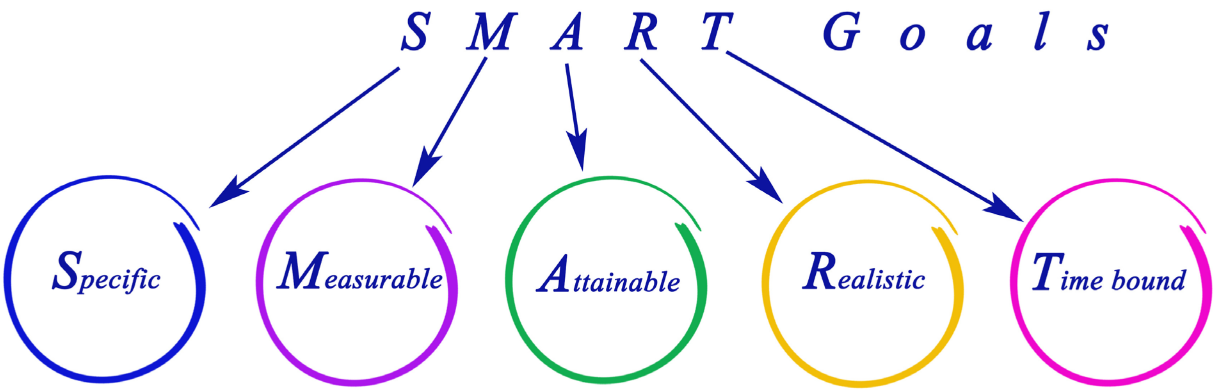
WEEKLY -MONDAY	✓
Establish daily SALES FOCUS - behaviors necessary to achieve, model behavior.	
Hold mini-meeting address daily behaviors and outcome.	
Visual presentation check.	
Monitor performance, intervene. POST opportunities, reinforce behaviors.	
Daily case counts.	
Event Prep - Status - Intervention.	
Other:	
WEEKLY -TUESDAY	✓
Establish daily SALES FOCUS - behaviors necessary to achieve, model behavior.	
Hold mini-meeting address daily behaviors and outcome.	
Visual presentation check.	
Role Play - One of the 8 steps.	
Monitor performance, intervene. POST opportunities, reinforce behaviors.	
Daily case counts.	
Event Prep - Status - Intervention.	
Other:	
WEEKLY -WEDNESDAY	✓
Establish daily SALES FOCUS - behaviors necessary to achieve, model behavior.	
Hold mini-meeting address daily behaviors and outcome.	
Visual presentation check.	
Role Play - One of the 8 steps.	
Monitor performance, intervene. POST opportunities, reinforce behaviors.	
Daily case counts.	
Event Prep - Status - Intervention.	
Other:	
WEEKLY -THURSDAY	✓
WEEKEND SALES FOCUS - behaviors necesssary to achieve, model behavior.	
Hold mini-meeting address daily behaviors and outcome.	
Visual presentation check.	
Role Play - One of the 8 steps.	
Monitor performance, intervene. POST opportunities, reinforce behaviors.	
Daily case counts.	
Event Prep - Status - Intervention.	
Other:	

OPTIMUM
RETAIL SOLUTIONS

STORE MANAGER CHECKLIST
MONTHLY & WEEKLY RESPONSIBILITIES

WEEKLY - FRIDAY	✓
WEEKEND SALES FOCUS - behaviors necessary to achieve, model behavior.	
Hold mini-meeting address daily behaviors and outcome.	
Visual presentation check.	
Monitor performance, intervene. POST opportunities, reinforce behaviors.	
Daily case counts.	
Event Prep - Status - Intervention.	
Other:	
WEEKLY -SATURDAY/SUNDAY	✓
WEEKEND SALES FOCUS - behaviors necessary to achieve, model behavior.	
Hold mini-meeting address daily behaviors and outcome.	
Visual presentation check.	
Monitor performance, intervene. POST opportunities, reinforce behaviors.	
Daily case counts.	
Event Prep - Status - Intervention.	
Other:	

NOTES



SPECIFIC - A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six "W" questions:

- **WHO**: Who is involved?
- **WHAT**: What do I want to accomplish
- **WHERE**: Identify a location
- **WHEN**: Establish a time frame
- **WHICH**: Identify requirements and constraints
- **WHY**: Specific reasons, purpose or benefits of accomplishing goal.

Use clear language to define behavior AND statistical outcomes. Refer to your performance language and KPIs to accomplish this.

MEASURABLE - Establish reports that will be used to review performance outcomes. Use observation to review behavioral activity. To determine if your goal is measurable, ask questions such as......

- How much?
- How many?
- How will I now when it is accomplished?

A goal is only a true goal if you can measure the success or opportunity that exists if not achieved. Always set goals that can be measured and monitored on a daily basis by SM or associate.

ATTAINABLE -Has this ever been done before? If not, is it within reach of current or past results? Do the associates involved have the required skills and knowledge? If so, then the goal is likely attainable. If not, then reconsider the expectation or the people involved.

You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them.

REALISTIC - To be realistic, we must consider the obstacles in front of us. If the goal is attainable but we haven't provided adequate resources such as time, money or materials then it isn't realistic. For example, selling 100 1 Ct. diamonds in a year is an attainable, albeit difficult goal. However, it isn't realistic if the team doesn't have access to the product. As you work through the goal setting process, consider the roadblocks you will face and what resources are required. If you are unwilling to deploy the time, money or materials required then it is unlikely the goal is realistic.

TIME BOUND - Every goal should be established with a specific completion time in mind. Otherwise, performance may suffer due to lack of urgency. Schedule periodic updates to gauge progress and provide feedback. Goals have the best opportunity to be achieved when progress is regularly reviewed. Goals are only good as the action and follow up behind them.

OPTIMUM RETAIL SOLUTIONS

SMART Goal Setting in 5 Easy Steps

Mnemonic	Description	Smart Goal	Criteria Met?
Specific	Which, what, who, where, when, why	Increase sales turnover	☐
Measurable	How much or how many	to a minimum of $2000.00 per month	☐
Attainable	Describe a result	Sales turnover increased	☐
Realistic	Realistic and relevant to the individuals business?	The decision would need to take into account current sales turnover and the time frame between now and the target date to achieve the desired increase.	☐
Time bound	By when	by 12/1/2017	☐

OPTIMUM
RETAIL SOLUTIONS

SMART Goal Setting in 5 Easy Steps

Mnemonic	Description	Smart Goal	Criteria Met?
Specific	Which, what, who, where, when, why		☐
Measurable	How much or how many		☐
Attainable	Describe a result		☐
Realistic	Realistic and relevant to the individuals business?		☐
Time bound	By when		☐

Monthly Goal Setting
for the Month of

____

Store Goals

Sales Goal	App Goal #	Goal Credit % of Total	Credit % of Total	Sales Per Hour Goal $	UPT $	Customer Contact	AUR Avg (Mdse) Unit Retail Goal $

Store Associate Goals

	Associate Name	Sales	Cred Apps Processed	Credit % of Total	Avg. Trans	Sales P/Hour	UPT	Contacts	T.O.%
MGR									
FT									
FT									
FT									
FT									
FT									
FT									
PT									
PT									
	Store Total								

Directions: Established sales goals will be provided to the SM based upon the shape of the year as it relates to the month and 3 month trend.

Calculate the following:

Associate base hourly rate x average hours scheduled = Weekly Base Rate.

Weekly Base Rate ÷ Total Sales Floor Dollars = Percentage of store assigned to individual.

Example:

Associate earns $12 p/hr. x 40 hours = $480.00

$480 ÷ $3400 (Total selling pay) = 14.1%

Store Goal is $275,000 x 14.1% = Associates sales goal will be $39,000.00 for the month.

OPTIMUM
RETAIL SOLUTIONS

Monthly Staff Meeting Agenda

Date:____________________ Time: __________________ Location: ______________________
Attendees:

____

____

Staff Meeting "Sample" Outline

1. Opening/Icebreaker – Optional depending upon circumstances.
    a. As a facilitator/leader, use the opening moments of the meeting to focus and relax the attendees, should it be needed.
    b. Icebreakers are thought provoking ideas or actions; quotes will assist the facilitator in setting the stage for the remainder of the meeting.

2. Current Company or department sales, financial & KPI results:
    a. Ask department heads or key associates designated to oversee a department to review their statistical or financial performance.

3. Recognition as needed – Top performance or performers – KPI's – Week and month:
    a. This is an opportunity to highlight individual performance that is exceptional within the key performance indicators.
    b. Find a reason to praise the team whenever possible.

4. Update or review previous issues, initiatives or projects:
    a. Provide a brief update on projects, direction or assignments from the previous meeting.
    b. For ongoing projects, be sure to clearly identify point person, activity, outcomes and timeframes for progress and future updates.
    c. What communication is required going forward.

5. New issues, initiatives or projects to be addressed:
    a. This is situational depending on the circumstances for the company.
    b. Keep the issues, initiatives or projects in this meeting contained to team-level points that are relevant for ALL in the room.
    c. Keep the conversation focused by defining action points, responsible parties, specific outcomes and timeframes.
    d. Identify how decisions, action points, etc. will be communicated to all affected parties.

6. Strategy (as needed)

7. Establish weekly expectations or results – gain commitment and partnership.

8. Close out the meeting:
    a. Provide a quick review of decisions, initiatives, action points and the communication process.

9. Follow up consistently…

MONTHLY STAFF MEETING AGENDA

Date/Time:

Location:

Attendees:

TOPIC	PREPARATION	ACTION POINTS/DATES

OPTIMUM
RETAIL SOLUTIONS

Special Event Planning Guide

The key to this event is massive preparation. You will have to make this one of the two or three things they constantly talk about and review. Following are the action points and timeline to prepare for this event:

Work to begin now – Time?

- ☐ You will need to decide what to call the event and the reason for it. Example: Bill's Birthday. Determine the messaging. Example: "It's my birthday but you get the presents".
- ☐ Set a volume goal for the day.
- ☐ Choose a free gift to give those customers who make and keep an appointment on the day of the event. Freshwater pearls work great but the gift doesn't matter too much. If you have something on hand that will work fine. We suggest you order/have on hand about 75 free gifts. They should arrive in the store about 10 days before the event.
- ☐ Determine your mail vendor and who will do creative on postcard mailer.
  o Creative on mailer should be complete within one month of the event date. Creative should include a "coupon" for a free gift with appointment.
- ☐ Produce a customer list. Top 4000 customers who have made at least two purchases within the past two years. Do not distribute this list yet.
- ☐ Get list scrubbed for duplicates and National Change of Address.
- ☐ Identify merchandise by age categories; 0-12 months, 12-24 months, 24-36 months, 36+
- ☐ Determine markdowns by age category. Be aggressive, especially on merchandise that is over 24 months old. Best sellers should only receive a nominal (10%?) discount.
- ☐ If you prepare well, about 1/3 – 1/2 of the day's volume will be super-aged merchandise. You should run a 35-40% margin on the day while generating cash.
- ☐ Do your merchandise tags have the purchase date on them? Does everyone know how to read them?
- ☐ Owners to determine how to handle negotiation requests on day of event.
- ☐ Determine what the in-case signage will look like. Was/now signage for day of event only. Small tent signs work great but someone will have to create them. We will want many throughout the cases but not on every item. Created within 1 week of event.
- ☐ Determine store hours for the event. Will you open earlier/stay open later than usual?
- ☐ Determine how to accurately monitor phone call activity from sales staff.
- ☐ Determine how you will handle variable pay for that day. (You may want to consider a group incentive for total sales volume on the day.)
- ☐ Determine if you will have food and drink at this event. If so, what kind? Don't spend too much on this area but you may want to have something on hand.
- ☐ Determine how you will handle multiple appointments at the same time.
- ☐ Determine employee schedules for the day before and the day of the event. You will need support staff to handle all of the moving parts. (catering, bag/box prep, free gifts, etc.)
- ☐ Determine how to handle check out and gift wrap. Establish an assembly line process and identify dedicated cashiers.

(continued on next page)

☐ Determine who will take pictures of the event so you can post it to your website/FB page, etc.

Six weeks before event – begin to talk about the event to all in-store traffic. Only mention the event AFTER the customer purchases or AFTER it is determined they will not buy today. Collect soft appointments each day. The goal is to collect 3 soft appointments per day as a store and should get approximately 150 soft appointments throughout the prep process.

☐ Staff to begin practicing and role playing key elements of sales training material; especially feature/benefit selling, turnovers, overcoming objections and T.O.

☐ Review the phone call script, phone call bullet point script, phone call follow-up email script.

☐ Establish and communicate confirmed appointment criteria.

o Confirmed appointment criteria is; specific time, customer is shopping for a specific item/occasion/person, phone number, capacity to pay.

☐ Create appointment worksheets for each associate and for store (ORS will provide)

o ½ hour increments.

o Only qualified confirmed appointments are allowed on the store appointment list

☐ Owner / SM to approve all appointments on store log.

☐ Owner / SM to review associate soft appointment sheets to evaluate if proper activity is occurring.

Three weeks before event – Staff begins to role play phone calls and appointment setting. Staff members to call Optimum Retail Solutions representative and we will provide feedback to them and to Owner / SM.

Two to three weeks before event – Phone calls and appointment setting begins this week. Distribute customer list at this time. Staff to make a minimum of 1000 phone calls for this event.

☐ Staff to also send a personal follow up email to all "vmail" customers.

☐ Owner and Manager to review activity and progress weekly.

☐ We expect at least 10 confirmed appointments for each associate. Set up in ½ increments all day.

☐ Owner / SM reviews activity and progress, by associate, daily.

Ten days before event – In-home date for mailer. 4000ish distribution. Coordinate with your mail house so that flyers arrive at this time. Also, please include "seed addresses" (employee addresses) so they can confirm delivery dates for you.

☐ Appointment setting and email follow up continues.

☐ Owner and Manager to review activity and progress daily.

Ten days before event – Blast email from the company to all customers who received a mailer

☐ Typical marketing email from company that outlines details of event.

☐ Include visible call-to-action and offer.

Two days before event

☐ Manager/associate to make reminder calls to all confirmed appointments

☐ Select staff member to prepare and stage appointment giveaways for day of event.

(continued next page)

Day before event

☐ Hold all-associate staff meeting to review last minute details of the event and everyone's role.

Special Event Preparation

- o Review FBTC, TO procedures, 3rd party credit plans.
- o Review pricing parameters and how/when to vary from the plan.
- o How to handle cash wrap and checkout process.
- o How to handle negotiation requests on aged/super-aged merchandise (ORS, Owner, SM to discuss).

Event day

☐ Owners stationed at store to "make deals" and receive offers.

☐ Have some fun!!!

SPECIAL EVENT PHONE CALL SCRIPT

Hello! Is this ______? This is _______ from ______ Jewelers. Is this a good time? I'm just calling to see if you got your invitation to our big ______ (party, event, sale, etc)? It's the one that gives you a free gift. Did you get it?

No? Well be on the lookout for it. We're celebrating ________(your event) and will have historically low prices on our jewelry. Plus, you'll receive a free gift for making an appointment.

Yes? Wonderful!

Do you have anyone who would like jewelry for a gift this year? If so, you'll want to come to this event. There will be special pricing on everything in the store. In fact, you could say we'll have historically low prices.

We'll be very busy on that day and I want to make sure I set aside time just for you. Can we set an appointment? I have time at ____ or ____. Which is better for you?

What/who will you be shopping for that day? I'd like to set some things aside for you to see.

Be sure to bring your invitation so we can redeem it for your free gift!

I look forward to seeing you at _______ on _____ (day of event). I'll call the day before just to confirm.

Bullet points for phone call

- Is this a good time?
- Did you receive your invitation to our ______ (party, event, etc)?
- It's the one that includes a free gift with an appointment
- Would anyone like jewelry for a gift this year?
- What time is best for you?
- Please bring invitation so we can redeem it for the free gift
- I'll call the day before to confirm

If you get vmail, leave a message and send a personal email using the script below:

Personal email script

This is NOT the blast email from the company. Instead, it is a personal email that the associates should send to all phone customers that "went to vmail". If done well, it will generate phone calls into the store which result in more appointments.

Hello _______. I just left a voice mail for you about our big ______ (birthday celebration) and wanted to make sure you received your invitation. It is the one that includes a free gift for making an appointment! Please call me at ________ for more details.

Best Regards, ___________________

OPTIMUM
RETAIL SOLUTIONS

Store Appointment Log

Date:_______________________

Time	Customer Name	Phone Number	Item/Occassion or Person shopping for	Sales Person	Credit Y/N	Notes	Appt. Kept? Y/N
8:00 a							
8:30 a							
9:00 a							
9:30 a							
10:00 a							

OPTIMUM
RETAIL SOLUTIONS

Store Appointment Log

Date:____________________

Time	Customer Name	Phone Number	Item/Occassion or Person shopping for	Sales Person	Credit Y/N	Notes	Appt. Kept? Y/N
10:30 a							
11:00 a							
11:30 a							
12:00 p							
12:30 p							

OPTIMUM
RETAIL SOLUTIONS

Store Appointment Log

Date:______________________

Time	Customer Name	Phone Number	Item/Occassion or Person shopping for	Sales Person	Credit Y/N	Notes	Appt. Kept? Y/N
1:00 p							
1:30 p							
2:00 p							
2:30 p							
3:00 p							

OPTIMUM
RETAIL SOLUTIONS

Store Appointment Log

Date:______________________

Time	Customer Name	Phone Number	Item/Occassion or Person shopping for	Sales Person	Credit Y/N	Notes	Appt. Kept? Y/N
3:30 p							
4:00 p							
4:30 p							
5:00 p							
5:30 p							

OPTIMUM
RETAIL SOLUTIONS

Store Appointment Log

Date:____________________

Time	Customer Name	Phone Number	Item/Occassion or Person shopping for	Sales Person	Credit Y/N	Notes	Appt. Kept? Y/N
6:00 p							
6:30 p							
7:00 p							
7:30 p							
8:00 p							

OPTIMUM RETAIL SOLUTIONS

Associate Appointment Log

Associate:__________________Date:________

Time	Customer Name	Phone Number	Item/Occassion or Person shopping for	Sales Person	Credit Y/N	Notes	Appt. Kept? Y/N
8:00 a							
8:30							
9:00							
9:30							
10:00							
10:30							
11:00							
11:30							
12:00 p							
12:30							
1:00							
1:30							
2:00							
2:30							
3:00							
3:30							
4:00							
4:30							
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00							

OPTIMUM
RETAIL SOLUTIONS

Perpetual Calendar

Customer	J	F	M	A	M	J	J	A	S	O	N	D

OPTIMUM
RETAIL SOLUTIONS

Perpetual Calendar

Customer	J	F	M	A	M	J	J	A	S	O	N	D

OPTIMUM RETAIL SOLUTIONS

Perpetual Calendar

Customer	J	F	M	A	M	J	J	A	S	O	N	D

OPTIMUM RETAIL SOLUTIONS

Perpetual Calendar

Customer	J	F	M	A	M	J	J	A	S	O	N	D

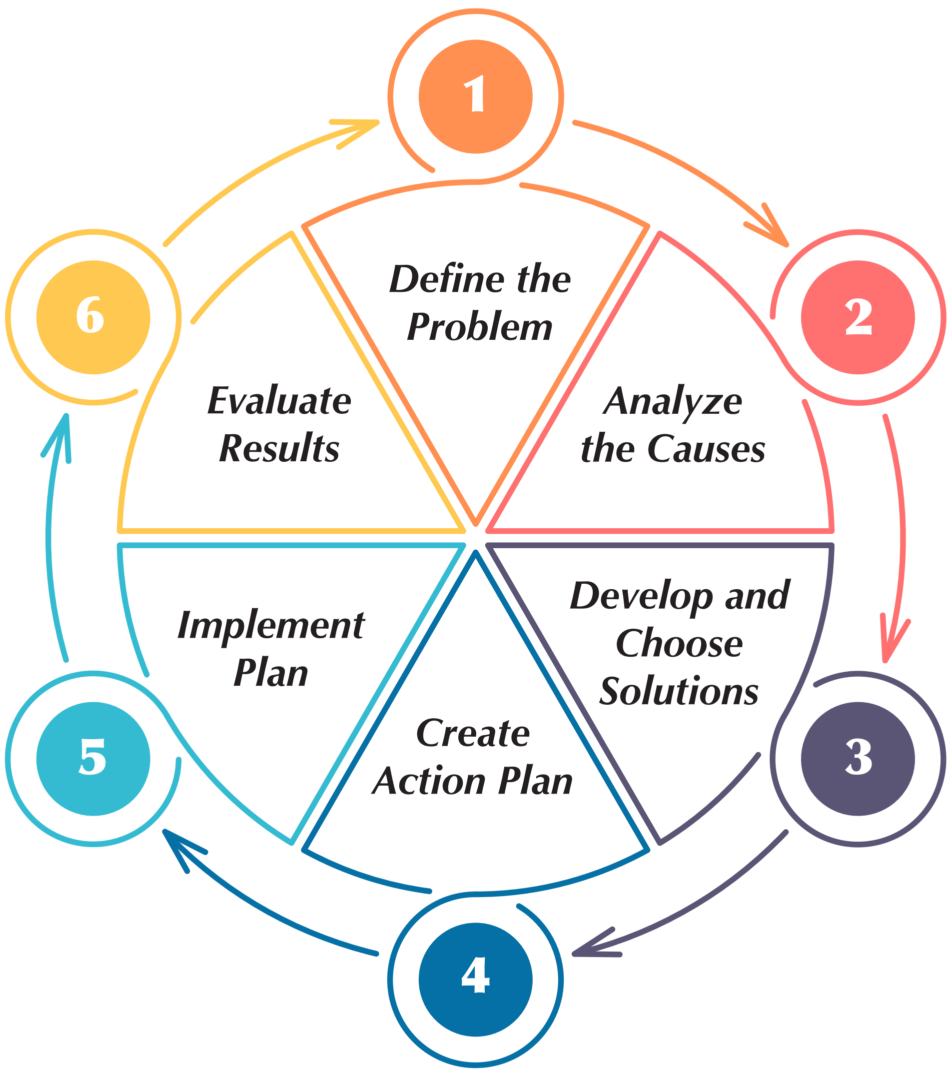
OPTIMUM RETAIL SOLUTIONS

CUSTOMER CONTACT LOG

Associate:_______________Month:________

CUSTOMER	METHOD OF CONTACT	OCCASION	DATE	COMMENTS

PERFORMANCE PROBLEM SOLVING MODEL



1 ***Define the Problem***

- Analyze the GAP & Develop Problem Statement
- Write Goal Statement

2 ***Analyze the Causes***

- Collect & Analyze the Data
- Include Observations
- Select Root Causes (7 Performance Factors)

3 ***Develop and Choose Solutions***

- Develop Solution Criteria; i.e. Costs, Timeframe, etc.
- Create Solution Alternatives
- Evaluate Options & Choose Best Solution

4 ***Create Action Plan***

- Indentify Potential Obstacles & Unintended Consequences
- Establish Behaviors, Outcomes & Timeframes Required
- Assign Point Person(s)

5 ***Implement Plan***

- Gauge Activity & Outcome vs Plan
- Provide Encouragement & Direction

6 ***Evaluate Results***

- Adjust Plan as Needed
- Return to Beginning if Required

OPTIMUM RETAIL SOLUTIONS

PERFORMANCE MANAGEMENT PROCESS

SET THE TONE

How big of a deal is this?

CLARIFY EXPECTATIONS

Activity + Outcome + Timeframe

Tell + Show + Do + Review

GAIN AGREEMENT

Can you do it? Will you do it? When?
It is now their responsibility to meet the expectation.

ALLOW ACTIVITY

Trust is key

IDENTIFY GAPS

Use data to identify outcome gaps

Use observation to identify activity gaps

Did they miss, make or exceed expectations?

APPLY CONSEQUENCES

Generate strategies/solutions

Consequences are positive and/or negative

Be sure to use both

POOR PERFORMANCE LINGERS

Begin the cycle again

Escalate the conversation if necessary

Optimum Retail Solutions (385) 229-4439 P.O. Box 520636 Salt Lake City, UT 84152

Performance +/- Consequences

Why is the associate not performing to the level that is expected?
For this we look at the 7 performance factors to grasp key components of performance.

As a SM you are responsible for 5 out of the 7 Factors. They are: Clear Expectations, Feedback, Resources, Skill and Knowledge and Consequences.

Only 2 of the 7 performance factors are in the hands of the associate and their ability to learn and apply. They are: Capacity and Internal Motivation.

Note: Whatever consequences you choose, keep in mind that it must have impact on that individual. (Providing a negative consequence such as workng more nights or on both Saturday and Sunday to an individual who loves to work nights and weekends has no impact.)

Positive Consequences	Negative Consequences
Pick your schedule for the week	Reduction in selling hours or by 3-5 hours OR Remove OT
Ability to depart early	Required to be off floor until such time expected activity is caught up or completed satisfactorily
Weeknd off (Combine Regular day off)	Schedule additional closing shift(s)
Potential advancement opportunities	Work both Saturday and Sunday for two weeks
Selected Holiday off/not scheduled	Write a paper on subject addressing what they learned, how they will utilize. What, when, why and What's in it for them.
Additional Selling hours given	Update the "tracking Board" for a period of time. Required to notifiy Manger of their rank daily, weekly & MTD
More Commission earned due to behaviors and activities	Write an action plan - how, when and why they will improve performance in a key category
Recognized as "Expert" in that category and Leader - assist with Training sessions	Dedicated Training time with Manager

OPTIMUM RETAIL SOLUTIONS

BEHAVIORS AND OUTCOMES
Eight Steps to a Sale

STEP	BEHAVIORS	OUTCOMES
1. Preparation	• Positive attitude, professional attire and hygiene. • Individual daily goals established. Road map established “how to achieve the goal”. • Identify the special piece to be shown to every customer. • Establish that you will practice to get a better or different result. • Stage Tools - awareness and usage.	• Ready to go on stage. • Associates know what their goal is and what tactics or execution points are needed to achieve.
2. Greet	• Using (Clients Store Name) Greeting. • Proper positioning, greeting promptly. • Smile, make eye contact, body language. • Use the 3 types of greeting (social, service, merchandise). • Introduce yourself - obtain recipient’s name and occasion, build rapport.	• Positive greeting and establishing a personal rapport with the customer.
3. Show Merchandise	• Listening to the customer - selection or price range. • Using the stage tools - counter pad, ring stick, selvyt cloth, mirror. • How an associate is using the stage tools? • Handling merchandise with care and respect.	• Customer recognizes store as professional and trustworthy. • Objections - ability to grasp what the customer is seeking. • Recognizing buying signs.
4. Build Value	• Provide tailored features & benefits to the customer. • Addressing - Style, diamond or gemstone, workmanship, company heritage and service and guarantees. (Each build value in the product and ultimately the decision to purchase). • Use of romance words or phrases in the presentation of the merchandise. • Planted the seed for credit.	• Objections. • Buying signals. • Customer’s emotional connection to the merchandise. • Establishing credit as a means to purchase.
5. Handle Objections	• Uncovering of phantom vs. real objections. • Style, Price, Time, Desire or Trust. • Empathy and Understanding. • Techniques utilized to overcome objections LAIR (Listen, acknowledge, identify, resolve), FFF (Feel, felt, found). • Understanding customer’s objections - logical, emotional or logistical. • Discussed credit opportunities and offerings. • Turning over the sale.	• Purchase. • Opening a line of credit. • Add-on or building of the ticket.

STEP	BEHAVIORS	*OUTCOMES*
6. Turn Over	• Associates are ready and positioned for a turn over. • Associates are listening to the presentation and ready to step in. • Associated timed a turn over correctly and introduced another without it being awkward. • Understanding of the 3 types of turn overs. (Formal, informal, and silent) • After turn over - associates depart • Store Manager is checking in with associates and customers during presentation.	• Purchase. • Opening a line of credit. • Add-on or building of the ticket.
7. Close the Sale	• Understands the buying signals. • Use of closing techniques (trial, direct, or assumptive). • Offered credit opportunities. • Add-on opportunities (Associate has product that can be shown as potential add-on).	• Well-informed customer. • Provides customer witha different personality or point of view. • Closing the sale - leading to purchase.
8. Confirm and Referrals	• Customer profile card/computer file completed. Anniversary/birthday information obtained Email. • After purchase, walking customer to the door and saying thank you again. • Thank you note sent next day. • Email follow-up.	• Purchasing of product or services.

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Monthly Credit Log

*Month*________________

Customer	Phone	Credit Limit	Credit Company	Associate	Sold Y/N	Credit Balance

Optimum Retail Solutions P.O. Box 520636 Salt Lake City, UT 84152

OPTIMUM RETAIL SOLUTIONS

Corrective Action Form

Employee Name	Corrective or Disciplinary Action to be taken: ☐Verbal ☐Written ☐Final Job Jeopardy
Manager Name	Incident Date
Today's Date	Incident Time

Nature of Incident:

☐Performance ☐Insubordination ☐Safety ☐Tardiness ☐Attendance ☐Policy Violation ☐Procedural Compliance

Description of incident that occurred (include witness if applicable):

Plan for Improvement:

Follow up Date:

Associate

Manager

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INSTRUCTIONS FOR MANAGERS

Guidelines for using the Associate Coaching Log

STATS—Manager will fill out the STATS section prior to coaching session

CATEGORIES

Scoring:

5-Excellent
►*Superior performance in all aspects of this category*
4-Exceeds Expectations
►*Consistently outperforms minimum expectations*
3-Meets Expectations
►*Consistently meets expectation*
2-Does not Meet Expectation
►*Overall performance is below expectations. There may be periods of acceptable performance*
1-Unacceptable
►*Expectations are not met in any aspect of this category*

Associate completes the ASSOCIATE SCORING section prior to coaching session. The manager completes the MANAGER SCORING section prior to or during the coaching session. Review the differences between Associate and Manager scores (if such exist), and prioritize categories on which to focus. The manager notates their observations in the comments section.

DEFINE PERFORMANCE

7 PERFORMANCE FACTORS—The list serves as reference. Managers should use it to develop their plan for performance improvement.

ACTIVITIES—What behaviors must the associate display/adopt to achieve desired outcomes?

OUTCOMES—How will the associates performance be measured? What stats/behaviors will the manager observe to evaluate performance?

FOLLOW UP—Schedule a follow up date to review achievement.

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INTERVIEW GUIDE

There are four basic components to conducting an effective interview; application and work history review, responsibilities and accomplishments, competencies and motivational fit. Accomplished interviewers develop a strategy that provides clear insight into each of these components.

- To begin, focus on the application and its contents. It must be complete. Omitted information can provide clues which are helpful to the interviewer. Note which sections were omitted and ask the candidate to complete all sections of the application before you proceed to the interview.
- Once the application is completed, it is time to craft a strategy to get to know the real person in front of you.
- Remember, applicants tend to put their best foot forward during an interview. Your goal is to ask questions that reveal their true character and capability and provide as much certainty as possible around three issues:

Can they do the job?
To what level?
Are they a "fit" for the organization?

- Use the Interview Guide.
- Before the interview, review the application to see that it is complete. Note if there are employment gaps and how the applicant answered each section on the application. This will assist in developing your interview strategy.
- Determine your interview strategy and the subjects around which you will ask questions. Remember, this is a dynamic process and will require agility from the interviewer to keep the conversation productive.
- When the applicant arrives, introduce yourself; make them feel at ease by making small talk. Ask an open ended question to begin the conversation. (i.e. Tell me about yourself)
- Explain that they should talk about specific events and times when answering your questions and should avoid talking about hypotheticals.
- It isn't necessary to ask every question in this guide. Select the ones that you believe will give you the most insight into the candidate. Feel free to make them your own by rephrasing in your own words. Please identify which questions you ask along with the candidate's answers.
- As the applicant answers your questions, take notes on this form to capture their responses accurately. Do not write on the application itself.
- Remember to ask follow up questions (who, what, when, where, why and how) to gain clarity about what actually happened.
  i.e. – Who else was involved? What was the outcome? Why did you choose that course of action? How did the other person respond?

Do not ask questions around the following subjects:

Race
Color
Religion
Sex
National Origin
Birthplace
Age
Disability
Marital/Family Status

Work History

• Ask the applicant to review their work history and outline their scope of responsibility and what they accomplished in each position.

Sample questions – "Tell me about your time at XYZ company."

"What were your responsibilities?"

"What were your accomplishments?"

"What did you do that led to these accomplishments?"

"How consistently did you achieve your sales goal?"

"What did you find most challenging about this position?"

Most enjoyable?" "Why?"

"How were you evaluated?" "What feedback did you receive from your supervisor?"

"Why did you leave that company?"

Job Proficiency/Skills- SALES

• *Sample questions:*

"Tell me about the best sale you've ever made"

"Tell me about a goal you set for yourself"

"Did you achieve it? How?"

"How do you find your customers?"

"Tell me about a time when delivered outstanding customer service"

"Give me an example of a time when you had to deal with price negotiation"

"Tell me about a time that you had to deal with an upset customer"

<u>Job Proficiency/Skills - MANAGER</u>

Sample questions:

"Tell about a team that you lead successfully" "How did you help create these results?"

"Tell me about the most difficult associate you had to manage"

"What was the outcome?"

"What would you do differently?"

"Tell me about a time that you had to replace a staff member."

"What led to the decision?"

"What steps did you take to correct the situation?"

"How did you find their replacement?"

"Tell me about someone you've developed to higher performance"

"Tell me about a goal you set for a team and how you accomplished it"

"Tell me about a significant performance problem that you've dealt with and how you handled it."

"Tell me about your most difficult supervisor and why it was hard"

Ethics/Integrity

Sample questions:

"Tell me about a time when you felt it was necessary to "break the rules" to get something accomplished."

"Tell me about a very difficult problem you had to address."

How did you resolve it?"

"Tell me about a time that you received feedback on your performance which was difficult to hear."

"How did you respond?"

"From your perspective, what is your greatest strength and greatest area of opportunity?"

"Tell me about a time when you had a disagreement with your supervisor."

"What was the nature of the conflict? Describe the interaction.

"What was said?"

"How was it resolved?"

"Have you ever been fired or asked to resign from a position?"

Motivational Fit

Sample Questions:

"Describe a time that you've worked in a competitive environment."

"Were you held accountable to specific goals?"

"How did you perform compared to the goal?"

"Tell me about your favorite manager and why you enjoyed working for them"

"Tell me about a time when you accomplished something with unclear expectations or guidelines"

"What is your availability for work?"

"Do you have any scheduling restrictions?"

"Are you willing to relocate? Where? Under what circumstances?"

"We sell extended warranties, credit and credit insurance. What are your opinions of these programs?"

Wrap up/Closing

At the end of the interview, provided this is a candidate you'd like to continue talking with, begin to set conduct and performance expectations.

- Explain the dress code policy and confirm that the applicant is comfortable with our standards including no visible tattoos and facial jewelry.
- Explain the scheduling requirements and possible variations including blackout dates, when additional time is expected, etc. Ask if there are any concerns.
- Make them aware that, as a sales organization, much of their work evaluation is based upon consistently exceeding their sales goals. Confirm that they are comfortable with this kind of environment.
- Review the Vision, Mission and Core Values. Explain that they'll be asked to sign an agreement to uphold these standards.
- Establish the next step in the process and schedule a time to reconnect.

Additional Notes: