

## The Operating System

Tech Town is a national chain of electronics stores that has been established since 1949. The Mission Statement of Tech Town is as follows:

Tech Town prides itself on having not only the highest quality products for its customers but also strives to have number one customer service. Since 1949 when our first store was opened, our goal was to provide the public with the newest technology along with people who were there to lead you into the future. More than 50 years later and all the changes technology has made, Tech Town is still there for its customers. Our technology solutions are here to make your life easier and more enjoyable. Whether you are just browsing or know exactly what you want, our goal is to provide you with knowledge of our products and answers to your questions all while maintaining a high level of customer service and reliability. We welcome you to our stores and our website and appreciate your business.

Through training and observation, Tech Town strides on having employees provide the best customer service possible through knowledge of their products, helpful answers to the customer's questions, and reliable and fast service.

Recently results of Customer Satisfaction survey results have been down, so representatives from the Customer Service Department have picked out the top complaints and went back to review the records of the online order/in-store pick up system for these people. Their findings showed that 40% of their orders that are processed online are not ready to be picked up by the customer in thirty minutes. Tech Town has mandated that this rating must return to their original goal of 90% efficiency within four months. **(See Appendix A for Is/Should be/Gap Chart)**

Tech Town's employees are broken down into two groups. The first group is the Sales Counselors, who are in charge of maintaining and selling products in their specific department they are assigned to. They also must provide service in product selection and help the customer with any questions they have on a product. The second group is the cashiers. They are in charge of processing item sales, processing customer service requests, and also helping the customer with any questions they might have. They are also in charge of making sure that orders from the online ordering/in-store pickup system are processed in the 30 minutes that Tech Town has established in their store's policy.

Training for Sales Counselors is maintained by one of the two Store Sales Managers. They are also in charge of inventory management, communication between departments, and staffing the different departments. The store's Operations Manager, who also serves as the Warehouse Team Supervisor, is in charge of training the cashiers. In the Warehouse, the Warehouse manager is in charge of filling/shipping/and receiving orders placed to them, as well as filling product placement by the Operations manager and sends orders to the store that are purchased online and are set for in-store pickup. The Warehouse Manager is in charge of three to four worker. Over the entire store is the Store Manager, whom everybody reports to and who also must run the store and report quarterly to the District Manager on how the store is doing.

### Appendix A: Is/Should be/Gap Chart

What is happening?	What should be happening?	Gap
Employees are confused on how in-store pick up system works	Employees know how in-store pick up system works	Lack of knowledge of in-store pickup system
Only cashiers are trained to use in-store pickup system	Both Cashiers and Sales Counselors trained to use in-store pick up system	Lack of training and lack of knowledge
Customers dissatisfied with the customer service	Customers satisfied with the customer service	Lack of customer service or Lack of knowledge
Orders backing up from Warehouse	Orders being processed in a timely fashion	Lack of knowledge or motivation
Strained relationships between store workers and warehouse workers	Store workers and Warehouse workers have a harmonious working relationship	Lack of motivation, lack of knowledge
Stores losing money due to customers taking business elsewhere	More customers coming back for repeat purchases	Lack of repeat customers (Lack of motivation)
Turnover rate for cashiers and sales counselors is up 150% and 80% respectively	More cashiers and sales counselors are staying in their jobs for long periods of time	Lack of training, lack of motivation

### Appendix B: Current Store Structure and Hierarchy

Number per location	Job Title	Job description
1	Store Manager	<ul style="list-style-type: none"> <li>Overall responsibility for running the store</li> <li>Reports to a District Manager quarterly</li> </ul>
1	Operations Manager	<ul style="list-style-type: none"> <li>Store Operations and system maintenance</li> <li>Warehouse Team Supervisor</li> <li>Total store staffing and training</li> </ul>
2	Sales Manager	<ul style="list-style-type: none"> <li>Department staffing</li> <li>Inventory management</li> <li>Department communications</li> <li>Sales Counselor training</li> </ul>
1	Warehouse Manager	<ul style="list-style-type: none"> <li>Receiving/Shipping/Delivery</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Product Placement in Warehouse based on Operations Mgr. Plan</li> <li>▪ Order fulfillment for product purchased in store &amp; from web for pickup</li> <li>▪ Supervise 3-4 warehouse workers</li> </ul>
40-60	Sales Counselors	<ul style="list-style-type: none"> <li>▪ Sell and maintain product displays</li> <li>▪ Answer customer questions and aid in item selection</li> </ul>
10-15	Cashiers	<ul style="list-style-type: none"> <li>▪ Process item sales</li> <li>▪ Answer customer questions</li> <li>▪ Process returned products and products to be repaired under warranty</li> <li>▪ Keep up with online order/ in-store pickup system and items being sent from Warehouse</li> </ul>

