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# Store Operations

## INTRODUCTION TO STORE OPERATIONS

### Overview

#### Introduction

Stores that operate as “finely-tuned machines” do not happen by accident. An efficient, profitable, and high-performing store requires focus and discipline from every Employee—every day.

### Store Scheduling

#### Purpose of a Schedule

The purpose of having a well-planned schedule is to ensure that the store maintains a high level of Customer service while completing the necessary operational tasks required on a daily basis.

#### Balancing Operational Tasks & Key Functions

As sales volume increases, so does the level of activity in the store. Operational tasks, like handling increases in store traffic, phone calls, claims, and ordering and receiving merchandise, can be distracting. These operational tasks can distract the Sales team and Manager from the key functions of:

- Assisting the Customer.
- Following up on the sale.
- Driving sales performance improvement.

#### Scheduling Guidelines

Store schedules vary from store to store. However, to ensure adequate coverage, schedules for all Employees should be based on:

- Customer traffic flow patterns.
- Operational tasks that must be completed within a given week.

The following scheduling guidelines will provide better coverage:

- All Employees should be scheduled to work on the heaviest traffic days.
- All Sales Associates should work:
  - 5 days per week.
  - Rotate evening shifts and Sundays.
  - Saturdays.

- A Manager or an Employee designated as a Manager on Duty or “Key Holder,” should be in the store at all times.
- Warehouse Employees should be scheduled to ensure coverage during peak pick-up times.
- Employees should receive a dedicated 30-minute to 1-hour meal break during an 8-hour shift.

### Manager Responsibilities

The Manager is responsible for creating a weekly store schedule. This process includes:

- Evaluating traffic patterns and sales trends by day for the past two or three months.
- Conducting a Sales Meeting every week..
- Rotating evenings and days off.
- Ensuring that the schedule has at least two people in the store at all times, especially during open hours.
- One of these two people should be the Manager, or a designated Manager on Duty or Key Holder
- Creating and posting the schedule at least two weeks before the scheduled work week.

### Employee Responsibilities

All Employees are responsible for:

- Working their scheduled shift.
- Obtaining approval from the Manager for changes to the schedule.
- Working with the Manager to schedule an alternate day off.
- Getting the Manager’s approval in advance to change shifts with another Employee.
- Working holidays when the store is open.
- Attending weekly scheduled Sales Meetings.
- Arriving at work on time.
- Providing as much notice as possible if not able to work a scheduled shift.

### Schedule: Example

The following schedule is based on recommended store hours and store structure as outlined in the standard operating procedures for Standards & Expectations.

The schedule assumes that the highest traffic counts are related to the percentage of sales per day and that there is a weekly meeting on Saturday.

<<Paste a company-specific schedule example here.>>

**CHAPTER 1: OPENING & CLOSING PROCEDURES / CHECKLISTS****Overview****A Note About Opening & Closing Safety**

Due to the nature of the tasks that a Manager needs to accomplish before or after the store closes, the Manager (or a designated Employee) might find themselves working alone. If this is the case, the front and back doors must be kept locked.

**Opening the Store****Introduction**

Before opening the store for business each day, the Manager is responsible for completing several tasks to get the store ready for Employees, Installers, and Customers.

**Store Opening Guidelines**

The following are important guidelines for opening the store:

- All opening tasks are to be completed before opening the store.
- In many cases, this means that the opening Manager must arrive at least 30 minutes before opening the store.

**Quick-Glance Checklist: Example**

The following is an example of a simple quick-glance checklist that could be used to open the store each day.

✓	Open Sales Floor
	Turn off alarm.
	Open up cash register.
	Turn on lights and fans.
	Turn on heating/cooling; set temperature.
	Turn on computers; log in to RFMS.
	Turn door sign to "Open."
	Turn off phone system night button.
	Clean bathrooms.
	Get Picking Tickets ready for Warehouse.
	Turn on Muzak.
	Make coffee.
	Place deposit receipt in Back Office.
	Prepare priority list.
	Verify that Picking Tickets are ready.

**Maintenance Checklists****Minute Maintenance**

Help keep the store clean and orderly. Maintenance is everybody's responsibility, every day.

✓	<b>Action: Do Your Part &amp; Do as Needed</b>
	<b>Interior &amp; Lighting</b>
	Sweep the floor and vacuum the pad display throughout the day.
	Water any potted plants in the store.
	Keep the counters and filing systems tidy and organized.
	Keep the <b>restrooms clean</b> and supplied.
	Empty trash baskets frequently.
	Watch for and change burned-out light bulbs / tubes.
✓	<b>Display</b>
	Snip the yarn strings from the large and small rolls, and evenly cut the roll tubes displayed in corrals on the floor when they extend into a Customer walking area.
	Keep the remnant rolls tagged and organized according to guidelines in the merchandising section.
	Keep the large roll displays (corrals) tight.
	Keep interior hanging signs level and dusted.
	Ensure that the sample flaps on the rolls are sufficient and properly displayed.
	Keep vinyl flooring strapped or taped.
	Keep the hard surface display samples dust-free.
✓	<b>Exterior &amp; Lighting</b>
	Clean the store windows.
	Keep the weeds pulled and the grass cut.
	Pick up any trash outside the store.
	Watch for and change burned out light bulbs and tubes.

## CHAPTER 3: RECEIVING & SHIPPING MERCHANDISE

### Overview

#### Introduction

The receiving, inspecting of merchandise, preparing of our Customers orders, and shipping of merchandise are integral parts of our business.

The **Employee** and Manager play significant roles in the success or failure of the activities involved in receiving and shipping merchandise.

They are responsible for:

- Receiving merchandise into the store.
- Ensuring accuracy.
- Reducing shrinkage.

### Receiving & Inspecting Merchandise

#### Policy

It is critical that merchandise is received into inventory and moved to the sales floor within **one hour** of receipt. Merchandise that is not immediately put into inventory and moved to the sales floor is not available for sale.

#### Procedure

The Warehouse Associate and the Carrier should follow the steps below to receive, verify, and inspect the merchandise before accepting a delivery.

Step	Action
1	<p>Pull the Purchase Order (P.O.).</p> <p><b>P.O. Location:</b></p> <ul style="list-style-type: none"> <li>• Filed by Supplier in an accordion file, located in the receiving area.</li> </ul>
2	<p>Compare the information below on the P.O. to the Bill of Lading:</p> <ul style="list-style-type: none"> <li>• Delivery Address: Look for the shipping address and the store code in the P.O. number.</li> </ul> <p><b>Important: For multiple stores only.</b> If delivered to the wrong store, see the Manager to decide whether to receive the order for the other store, or have it re-delivered to the correct location.</p> <ul style="list-style-type: none"> <li>• P.O. number.</li> <li>• Side Mark (Customer Name), if applicable.</li> <li>• Style Name and color.</li> </ul>