

Programme: BA Leadership and Management

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1 Introduction

Currys is a large electrical retailer which has stores across 7 countries including United Kingdom. Currys provides electrical household items, technology to keep customers connected and provides technical support and advice. As all the stores are show rooms which have multiple products on display for customers to see before they buy Currys also offers many more products online. All the employees are trained to offered tailoring product and services to the customers. Having experts in store and online is something Currys takes pride in. Currys has a business department which experts can tailor products and services to business such as schools, offices, nursing homes, hospitals, etc. Having the business department which can address business needs and provide services which meet greater needs for organisations.

During the pandemic, Currys continued to meet customer demands following the government guidelines. Even though the stores were closed, experts were only a call away or reachable via the shop live feature on the website. This was an actual employee not a robot reply. The stores continued serving from the doors on click and collect. Customers would place the order online and then once notified they were able to collect items from the selected store. Managing the workforce from instore employees, working from home employees, furloughed employees and employees who were sick was prioritised. The wellbeing of employees and its customers is very important to Currys. (Briggs, 2020)

This report is to present how Currys Wolverhampton store strategically manages to become a sustainable organisation. The report analysis presents both external and internal factors which impact the organisation. Relevant tools are used to analyse these factors.

Currys Wolverhampton store has on average 50- 55 employees. This includes experts who can advise customers on the latest technical products. The store is well established but remains to be the only store in Wolverhampton after merging with other sister companies PC World and Carphone Warehouse.

2 Strategy

Currys Wolverhampton are in the position where they are a large technical organisation based in the city centre. Currys Wolverhampton store has been in St Johns Retail Park for many years and customer are familiar to the store and some of the long serving employees. The effects from rebranding of the organisation in 2021 hasn't changed customers mind sets, trust has been built between the customers and employees. This gives the employees and the organisation reassurance that they are meeting the customer needs.

The Covid-19 pandemic has proven how reliable everyone is on technology to keep connected. Currys Wolverhampton does its upmost best to deliver a great customer journey which starts from the moment a customer decides to shop in the store or online. The customer can order a product online and collect from store. This is the click and collect service. The customer may order a small item e.g., ink cartridge or larger e.g., washing machine, they service would be the same. The employees who handle the click and collect service get notification on the system of what has been ordered, they have an hour to accept the order e.g., if it's in stock or reject the order e.g., if out of stock or not located due to stock error. The customer would get an email correspondence to confirm whether the order has been accepted or rejected by the store. Once the order is accepted the employee would take ownership of the order and locate the stock in the collection area with the relevant customer details. The customer arrives to the store and present the order number and the stock is released. When the stores were closed due to lockdown restrictions, the customer would park up in a collection bay and notify the store they are ready to collect and parked up in the relevant bay. This notification would be completed on the email. The instore employee who took ownership of the order would get notified that the customer is ready to collect. The item was taken out to the customers car boot with no contact with the customer.

Currys have employee incentives to motivate employees. This would include bonus schemes, rewarded points which can be converted to gift cards, employee of the month awards, treats, opportunity to buy shares and pension schemes. When employees achieve exceptional service, Currys award the employees. This motivates the employees as the performance is being recognised at awarded.

Currys Wolverhampton has a hierarchy structure. This shows how the leadership are on the top and the ones who make the strategic decisions which are later filtered to the staff. Below is a structure of Currys Wolverhampton. This includes the who team and showing their positions.



All the team are teachable with one another via Work Chat. This is a secure platform which the organisation has advised to use. Everyone has their own works email address. Any celebrations, achievements, notices, etc are posted on Work Chat.

2b. Porters 5 Forces

Porters 5 forces are helps to analyse the organisation status in the current market compared to others. Using porters 5 forces guides the organisation to acknowledge any possible threats. (Wright, 2021)

Competitive rivalry

Currys faces competitive rivalry as every retailer would face. Currys has managed to sustain itself as the largest electrical store and online with the services the team deliver. Having advantage over Amazon, Argos, and John Lewis Currys has very skilled employees who are able to tailor products to customers. Currys offers all employees training to up skill themselves to deliver this crucial customer journey. This training is at no cost to the employee. With domestic and businesses customers shopping instore and online, who need assistants with choosing the right technology for their needs. When customer know what they want the employees can help with tailoring attachments or services which complement the latest technology. Meeting the market segmentation needs is Currys prime target. All segments are considered and Currys delivers its best products and services to all. With target audience in mind, each department has its management who inform the employees on the set targets dependent on last years and regional store performances as a comparison. The management would regularly brief the employees on what has been achieved.

Buyer power

Currys has a great buyer power as customer feel great to visit the store as most of the products are on display for the customers to see and touch. As any showroom customers enjoy this as part of the sales journey. The prices of the items are generous compared to other sellers. Currys do offer price promises should the customer find the product within 7 days of purchase cheaper elsewhere. This is to reassure the customer the product is at its best price.

Supplier power

Currys have a reliant Central Stock Centre based in Wednesbury. This centre is responsible for delivering stock to various stores in the region. The deliveries can contain stock for customers or stores and repairs from customers or stores. Having a good relationship with the colleagues at Wednesbury centre is important. Emails are sent to the store to confirm delivery dates with details of how many containers are arriving. This helps the store prepare the staff and space to accept the delivery. With repairs being sent out, the store prepares beforehand. When the driver arrives, he has labels to apply on the totes with scanning

codes, at this point the codes are scanned at each location and can be tracked on the repair journey by Currys and the customer. This feature keeps the customer updated should they feel the need to track the repair.

Threats of substitutes

With all products customers like to shop around and see where they feel the best price or customer journey which suits them. Currys aim is to overcome all substitutes and deliver the best products and services to their customers. As prior to 2012 when Comet was at the retail park in Wolverhampton, the customer had an option to shop around. Comet Wolverhampton store closed in 2012 which gave Currys an bigger opportunity to deliver the best to their customers. (Lawson, 2012)

Currys has an exceptional customer journey which aims to bring in customer to the store or online to get the right products and services for them. With other substitutes available such as Argos, they deliver a product but no advise or service. Argos customers are not able to go into the store and ask technical questions nor can Argos employees tailor attachments to the product purchased. Argos customers must manage these decisions for themselves or do research to know the product they are buying and what additional products they may need to get up and running.

Currys customer journey, if a customer came into a Currys store to buy a laptop for the customer time. The sales colleague would ask the relevant questions, is the laptop for home or business use? What is the laptop being used for e.g.: gaming, document writing, managing emails, editing photos? If the customer was using the laptop for gaming, automatically the colleague would talk about gaming laptops which have sufficient graphic cards to manage games. If the customer was a learner who is new to laptops and wanted to send a CV to apply for jobs, receive emails and general research on google. The sales colleague would talk about the everyday laptop, Microsoft office package so CV can be created on as laptops don't come with any software. The sales would explain the benefits of having internet security. The sales colleague would also understand that the customer is a leaner, they may want to buy and take advantage of the service walk out working. This service would be done instore with a technical colleague and the customer. Both would get the laptop up and running with the software installed, recovery media created, emails set up, any applications which the customer may use. The service helps to customise the laptop so the customer can just go home, connect to the internet, and start using the laptop. Currys have added value to the service they offer which customers are happy to pay for.

Argos customer journey, the customer would go on online or instore and select a laptop they seem to think is suitable for them. The customer may do some research before hand on the

laptop they are buying or may think the laptop is in their budget range. The customer collects the laptop, no advice is given. The customer then needs the skill set to set up the laptop and know what additional products they need to get up and running to use the laptop at its best potential. This can be very confusing for customers who don't are not technical minded. (Gilliland, 2017)

Threats of New Entry

There is always a chance for new entry of another organisation to be a threat to Currys. Currys has aimed to deliver what customers wants. Having customer repeating business shows loyalty on both the customer and Currys behalf. A new entry would need to exceed the product and services Currys offer. In 2010 Best buy opened in Merryhill selling latest technology like Currys. This put a big toll on Currys. Best buy aimed to deliver the best prices and deliver the best services with technical advice at hand. Best buy closed its store less than 18 months of opening due to suffering financial losses. (Yin-Poole, 2011)

3 PESTLE and SWOT analysis

Pestle tool is used to show the externally impacts to Currys. The macro environment is then filters down to the individual stores.

Political

Political decisions will impact Currys. With political impacts which the organisation must abide with makes it difficult to control. Impacts such as tax increases which affect the sales, as customers would be financially impacted. Disputes due to trade policies with Brexit and stock and supplier accessibility issue. Political stability when maintaining profits which impacts stakeholders.

Economic

Inflation increases impacts customers buying trends as customers would have a decrease in disposable income. Internally the store would have less sales and notice customers won't be able to buy attachments which impacts the store targets. The profitable sales would be reduced. As some customers use financial borrowing to make purchases, the interest rate would be increased which could lead to customer buying less. Currys have use Creation to process any buy now pay later purchases. Customer would reconsider the amount they spend as the interest rate would mean they are paying a lot more. The same situation would impact business customer who are buying on invoice.

Social

Lifestyle changes can impact Currys. The pandemic has show how everyone needed to use technology to keep connected either for personal use or work/ study basis. Due to health issues the GPs were making video calls to contact patients which lead to customers needing smartphones or tablets. As the population increases, there is more demand for technology per household. The demands differ from youngsters having homework set online, adults needing technology to keep up to date with the latest smart features with Sky Q. Currys aims to deliver to all demographic characteristics.

Technological

Technology has come so far that is being used everywhere. Currys have smart TVs, smartphones, Wi-Fi connected household appliances, and much more. Change in technology is happening day by day. The demand for technology has increased more with the pandemic. For very vulnerable customers the only freedom was using technology for a longer period. Innovation is proceeding with customers interested in the latest technology.

Legal

Currys has a great legal obligation where employees are taken care of under the employment law, discrimination law and health and safety are kept at heart. With all the store abiding by the customer safety, all employees are trained and compliant to consumers data under GDPR law.

Environmental

All Currys staff have the efficient training instore to be compliant with the sustainability policies in place. This could be from charging for plastic bags, follow the procedure in place to recycle electric items, e.g., laptops, phone, and ink cartridges. Currys aims to achieve the net zero emissions as the government wants.

SWOT analysis internal and external

STRENGTHS	WEAKNESS
• Technical employees • Skilled employees • Established organisation • Instore and online service • Services offered • Available to domestic and businesses • Delivery options, click and collect, home delivery • Repair and care 8 days repair promise	• Pandemic impacts the delivery of instore services • Knowledgeable customer may think the service is overpowering • Minimum wage increase • Using agency staff to deliver • Deliver driver working hours • Data breach
OPPORTUNITY	THREATS
• Deliver technical services in customer homes • Innovation as technology expands • Tailor customer homes (expert visit customer homes) • Virtual vision making, show virtual tours with products • Virtual tutorials	• Suppliers can withhold stock • Employee's retention • Small technical businessman who can deliver to organisations direct • Sudden government guidelines close stores lead to customer not being able to collect repairs • Amazon online to deliver services • Profit and loss chargebacks • Online sales, Amazon, eBay • Box shift stores, Argos, John Lewis

The pestle macro environment analyse shows how Currys is in a good position. Currys have taking advantage of the pandemic and met customer needs during the difficult times. As the SWOT shows how well Currys are doing but still have opportunities and threats which can jeopardise the organisation. There are opportunities which can be taken advantage of to help boost a gap.

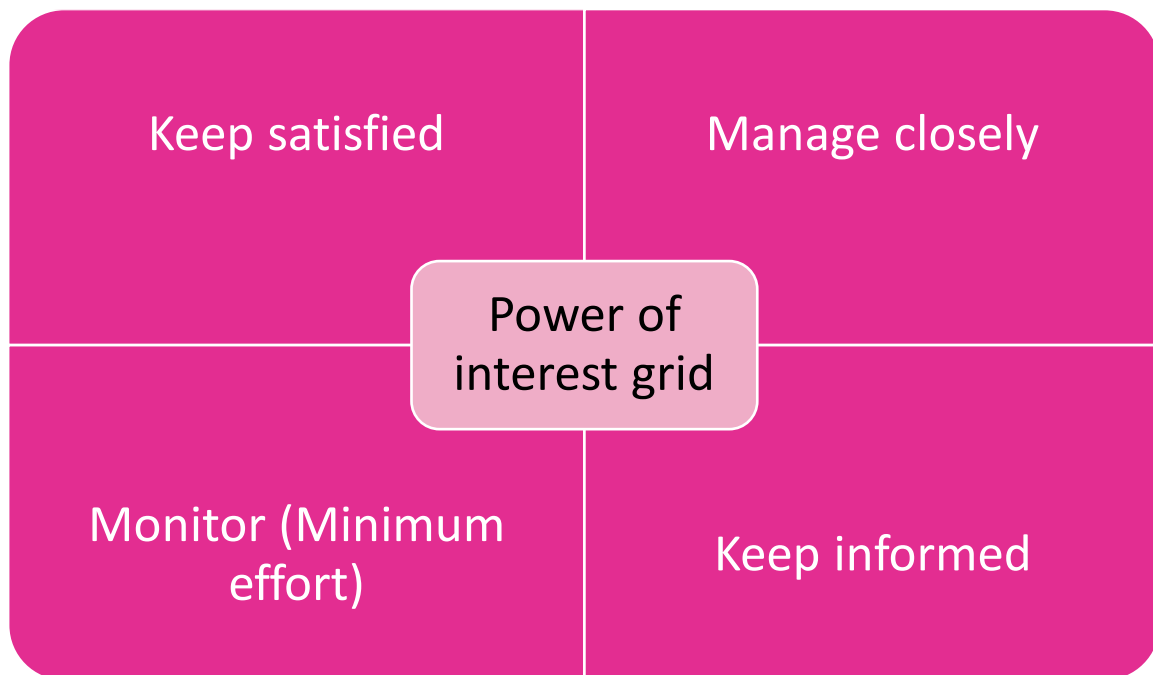
4 STAKEHOLDER ANALYSIS

Currys Wolverhampton have many stakeholders. The mains stakeholders are as below



As shown above some of the stakeholders who have power to impact the store and its performance. Having such power would affect the store. The Currys Wolverhampton store aim to keep the stakeholders updated on the products and services it delivers. The community has an influence on the store. Age UK is a charity company who Currys has partnered with. Any charitable events such comic relief, Christmas jumper day, Currys raises money to donate to the charity. On McMillian coffee mornings, money is raised to donate to charity. The community get involved with Currys in buying and selling cupcakes, singing, Wolverhampton Mayer visits the store, the store does its upmost best to get everyone involved to raise as many donations as possible.

Mendelow Matrix



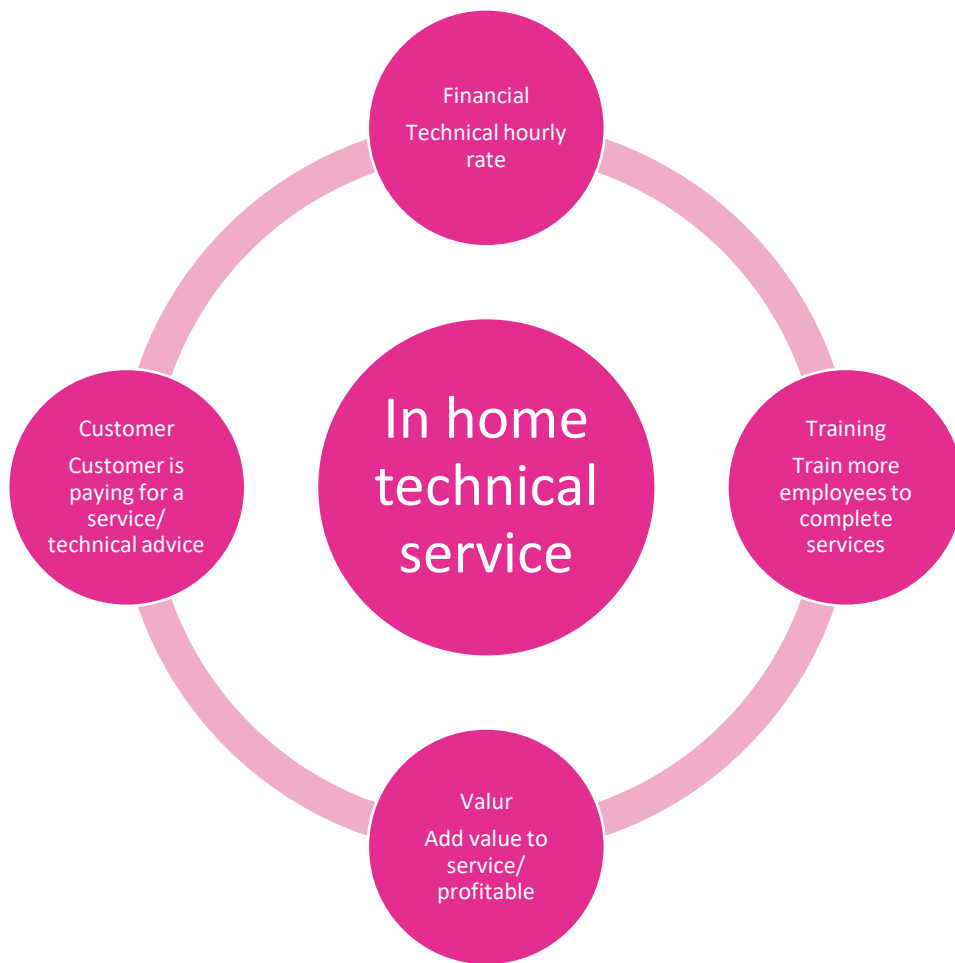
Keep satisfied Community Customers	Manage closely Suppliers
Monitor Competitors Local authority	Keep informed Employees

5 Strategic growth options

As discussed earlier the possible strategic growth for Currys could be to become more technical and produce virtual tours for the customer to customise products and services that would welcome the customer to the latest level of technology. Another option would be to have virtual technical services e.g., walk out working to be completed at the comfort of the customer house. This could expand to in home technical services later. And final option would be to assist customers with virtual tutorials. The services are very profitable for Currys. The new suggestions are to add value to Currys and sustain its position in the industry.

The chosen strategy which will be beneficial for both the customer and Currys would be the virtual technical services. This would be so beneficial to customer who can't come instore. Or the service can be completed if the government decides to lockdown and the store closes. The service would be completed on a prebooked appointment basis. This would get the customer and the technical employee chance to prepare. As the services instore are profitable, the in-home virtual service would be a good for customers and profitable for the organisation.

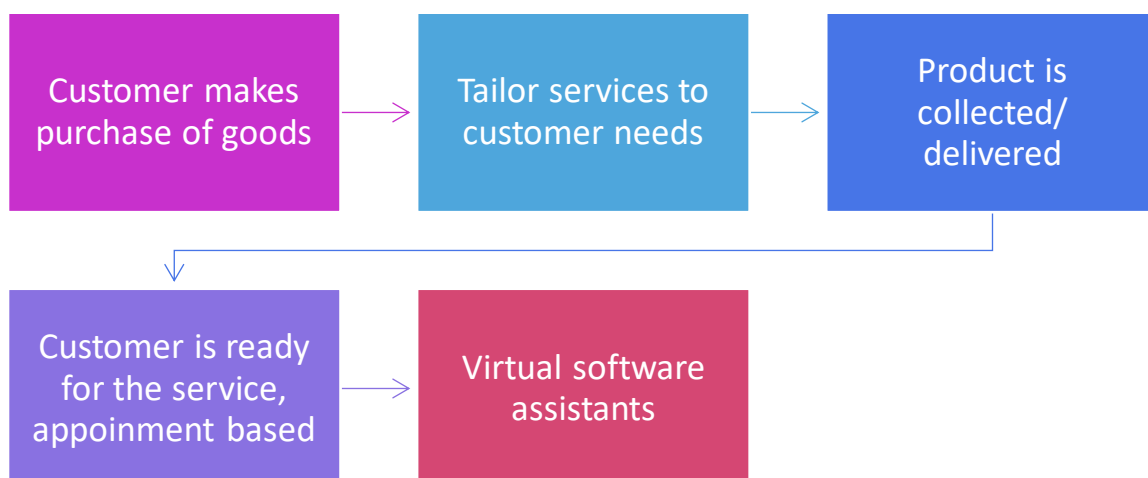
Customers who need technical services after working hours if they are at work all day would benefit from this service. The elder who struggle to go out alone, or if the weather is bad will benefit from the in-home service. The advantage of having an in-home service would be if the customer has a diary of there emails and passwords, mobile devices at home where security code can be sent on. This would be easy for the customer, so they don't need to bring all devices instore, and the emails and passwords are kept secure. Below is a BSC perspective. This shows the strategic planning into getting the in-home technical service. As certain aspects must be considered such as financial commitments, this would be the technical employee attending am appointment via online video link. The employee would get paid as he/she would get paid instore with the hourly rate. The employee would make contact using the Chromebook and headset available for the shop live employees. The customer would have already been told and agreed to get the device plugged in and ready to be set up. The customer can use a mobile, tablet or another laptop to keep connected with the employee for the service. Once connected the technical employee would explain and guide the customer how to complete the service.



6 Recommendations

To implement the suggested option which is in home technical services for employees to complete remotely. The services to be offered are walk out working which would be called up and running as, software install, create recovery media, install apps, restore, remote health checks, and data transfer if the customer has external device. The service would be completed with a technical advisor as it is in store. This would be like the shop live service offered online. As this is a new service, there would be a trial to see if this is beneficial for customers and the organisation. As all new services they can need some time to allow the customers to adjust and understand the benefits. The more the services are completed the more customers would have faith in the service. The customer will gain confidence in using the new technology as they would be completing, they service with guidance from the technical employee.

As the service gets more established the service can be delivered by another store too. Each technical employee would need to abide with the professional manner to fulfil the customer experience.



7 Competitors

As this service is correctly a new service the stakeholders will need to know how important the service is, the benefits of the service and the costs and profits. The trial would be for the local stores and see how customers would accept the new service. As the service is doing so well instore, they in-home service will have an advantage. Especially when the store was closed, customer would come to collect their order and ask for one to one setup which was not able to be completed due to government guidelines. The remote contact will help the customer have reassurance having technical guidance who they can ask questions to.

Competitors will be challenged as this service is difficult to get customers to buy. Currys employees have an advantage as they already sell this service instore. Other competitors will need to have very skilled employees to even consider matching the service. Currys will need to protect this service and deliver it at its very highest level to get this service established.

8 Conclusion

Currys is well established and has positioned itself to be recognised and stand out by the customers. The stores are well maintained at by the current strategic management. Currys services are a success, and the organisation can expend on this which is detailed above. (Neville, 2021)

Offering customers in home technical services and virtual services when offer the customer a complete up and running service in the comfort of their own home. This service will be targeted to customers who struggle to get to the stores or vulnerable customers. The virtual service will still be available just government guidance change where stores close. The service would take place with pre booked appointments only which gives the technical employee and customer advance notice to prepare.

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