

Problem Solving Decision Making

Assignment 2

Report

Written By

Spasimira Lyubomirova Dzhoneva

My name is Spasimira Dzhoneva I work as a Store Manager for retail company called Dune London. As an organization in the business, we quite often have difficult time and we face a lot of issues that cost problems within the business. One of the issues we are facing as a business is being short of staff which leads us to dealing with a lot of complaints from our customers. The main issue is that not many people are willing to work full time due to the fact that they want to work less hours meaning part time and still earn the same amount of money which is impossible. Our company policy says that we don't pay overtime to staff but however we pay them really good commission on sales per day and when we add the total for the month the person who sales the most gets more commission. This of course is an amazing motivation for our staff however the company has policy that only sales assistance get commission but none of the management team is obligated to earn a commission, which is not really fair to us as a managers but our pay rate is good enough so it actually covers the commission we don't get and also as part of management we have a lot of other benefits we get from our job such as staff discount and company events we get to attend and sometimes to even host one and it is extremely prestige because we get to travel a lot and traveling cost is covered by the business we quite often have a lot of events for our business a lot of exciting launches and just recently dune had an anniversary 20 years on since we open our business! We only start as a small consignment at Oxford Street in London and now we are private global business worth of £145.9M

In my personal opinion this policy should be reconsidered because looking at the situation if we paid our staff for their overtime, we should have people in maximum capacity at work and not to worry about being short of staff. However, like I mention in the beginning most of our staff is not willing to work more hours than between 25-30 per week which for us at this stage is not a lot as we need more staff. The most natural response from us as a company is to start advertising for vacancies so we can hire people who wants to work full time so that we can resolve the issue of being short of staff and having complaints from customers. The problem here is that even though we have a lot of candidates submitting their applications is difficult for us to decide which one is more suitable and experienced for the position sometimes we even have to say no to the best ones because there is one person who has one thing that is the most important for us as a company.

The other side of the perspective is that the people run the business not the other way around so that is why everything we do we need to make sure to think twice before doing it. So when we hire new staff, we need to think also about the training process and how long it will take us to train someone in our way and to consider the consequences as well. Regarding the policy we have every new employee has their probation period in the business it starts from 3 months and every 3 months we review their progress and we discuss things that are going well and also things that require further assistance from us. If the employee passes their probation period their status at our business becomes permanent. However, in order for employee to be at this level we need to spend a lot of time to develop his skills, time which we don't really want to waste because we want to be sure that candidate is the one for us and that is why some of our expectations are high and if even

one person meets them, we are ready to take them aboard. At the moment we have advertise vacancies for sales assistance in our company and we have a lot of applicants that we see very day so it's difficult I to decided which one is the one who fits the criteria of a good candidate for us. However, it is not impossible and we are doing everything we can to resolve the ussies with being short of staff and having a lot of complaints from customers regarding no one is there to serve them. We all know that in every business customer is the main person who runs it and without our loyal customers there is no business to run. So, their feedback is the most important for us we listen to them and we try our best to become better and better in what we do.

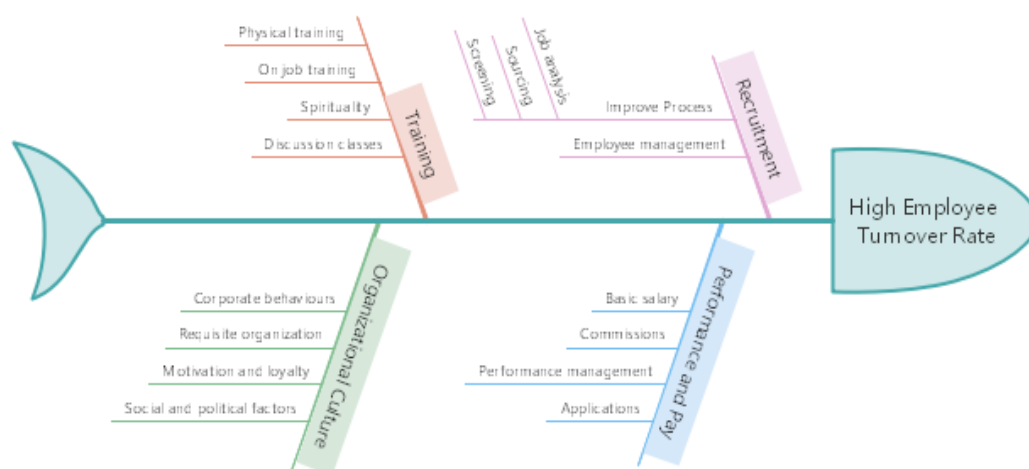
Unfortunately, sometimes we have poor feedback from our customers regarding the staff and we have a lot of complains about ussies with the products etc. Sometimes is just not in our power to follow for these things as we get deliveries quiet often and it is diffult to spot any faulty product before customer does and when this happens usually, we get a really angry customers and a lot of complains. At this stage we are working on a system to minimise this ussie so we can fully satisfy our customers. The new system we working on it starts from our warehouses alleyway to sending the delivery to our store and putting them on the shelves we are working on developing monitoring and tracking system for our warehouses when the product is send put in the box and then transfer to store and then put on the shelve. We insured that we have stock control system by using special devices to control that so when you scan a product it shows every detail for it if it's a faulty product and it is not a visible to the eye, we have a special scanner that indicate faulty product and in case of a faulty product we send it back to the manufacture so we can either fixt it or recycle. Everything of course is a working process so we are trying our best to resolve this kind of ussies so we fully minimise this kind of ussies. We also have expanded our Wherehouse across the county and we have opened a lot positions within the wherehouse and we expanding our transport and logistics department so we can have more availability for stock control and stock transferring. It is really important to us that we have enough stock supplement especially for our key stores across the country.

Also, we have introduced new company policy to our customers more specifically for refunds and exchanging a product. We have expanded the period of refunding a product and we have removed the policy we had if a customer worn a shoe outside, we can't have it back and we change it to if a customer wore a shoe ones or twice outside, we are happy to take it back we only ask for the shoe to be in clean state when they bring it back. The reason why we change that is because we had a lot of complains recently regarding the old policy and we thought is not fair for our customer and we look at it from prospective way so we decided to change it and now we having a lot positive feedback from them. Customers can also leave their feedback not only online as a review but also in store and online when they shopping with us on our personal website, they can leave suggestions on what needs improvement also they can say what kind of experience they had when they were shopping with us and gives us more details about the experience, they had it can be in store or it can be also online but we give them variety of choices and whatever is convenient for them of course. After submitting thy are feedback it actually goes straight away for us to review so we are aware of the customer feedback and see what we can work on may not. Also, customers can of course leave positive feedback and when that happens, we acknowledge that especially when a customer is happy with our service in store it makes us happier than ever because then we know we've done our job right. When this usually happens, we have something called Dune Book for employee achievements there we share stories of employee achievements and they get awarded with a commission. We really doing our best to stay innovative and to be different than other retail on the market and that is why we have many retailers that sell our brands online and in physical store we have over 150 locations in 25 countries including Dubai. We also have a lot of dune physical

consetions and online retails like Asos that have us online we growing every single day so we become global leaders one day. Dune London is not only a company but it's also a huge part of many other companies that we have partnership with regarding shoe products such as Hugo Boss, Timberland.Barbour, Gant etc. This is just a small part of one big family. So of course, we have to look for our partners as well for example in some dune retailers store you can find out that dune shares their territory with other brands and we are working together under one roof. We are also pound to announce that we have recently launch Dune Kinds Footwear and we are excited to see the feedback from our little customers because we had this planed for really a long time but we never knew as a business when is the right time to launch this collection as we have a lot of competes but we trough the time is now and we can proudly say that we made incredible collections and we can't wait to see customers feedback on our product. We thought we can start with something small and then work our way up so when we launch kids shoes we got asked if we ever going to do bags as well and we are getting note from our customers of course so for now we can say that we are working on this for sure but it takes a lot of time and we don't want to rush things at all we want to make sure when we launch this collection one day is going to be the quality that dune London stays for which is delivering customers luxury afforible products which is how we keep our prices reasonable and we deliver the quality that our loyal customers deceivers. In conclusion every day we try to be better versions of our self's and we have our place on the market which stands out for us, for instance we introduce Recyling which in most companies in this industry is still an ussie, our company has launch brand new packing for our products that can be recycled they are also eco-friendly, the feedback we receive from our community is unbelievably positive and we are proud of that. It really cost us a lot of time and investment to launch this but the risk was worth it, now we stand at really good place and ones again we are extremely proud. We also have announced that we are launching eco-friendly carrier bags and they will be completely free of charge so we encouraging being responsible retailer for our community and we also working close which encouragers everyone to recycle everything what we don't need.

Together we work for a better future!

Fishbone diagram for staff retation:



Reference: (edrawsoft.com)