

Organisational Analysis
B&M Retail

Community Engagement
LCBB4002

Prepared for: Tanja Nathan
University of Wales Trinity Saint Davies

Prepared from: Lyudmila Nikolova
Student Number: 1908690

Introduction

B&M is currently one of the rapidly expanding retailers in the UK selling Big Brands at astounding prices.

The first store has been opened in Blackpool, Lancashire and now it has been grown to more than 600 stores. The company expands and opened even stores in Germany and France. The number of employs is over 28 000 staff (B&M Retail Limited,2019).

In an interval of 8 years from 2008, the company has grown dramatically, from 20 stores to over 500. The mission is to achieve 950 stores all over the United Kingdom. Due to the trading report for the financial year, 45 new stores have been opened and business is expanding quickly. (Trading Update Announcement,2019)

B&M stores are committed to selling branded products at affordable prices. The stores are located in England, Scotland, Wales and Northern Ireland.

The company has a method for acquiring goods straight away from factories or another approach is to search for overproduction and bulk buy opportunities. In this way is possible for the retailer to make less income by offering the items cheaper than the competitors, but compensate it with the amount being sold. (B&M Retail Limited)

The retail organization has over 3 million happy customers weekly. B&M provides goods for every customer. From discounted toys, furniture, gardening, kitchen utensils, etc. to health and beauty and food and beverage. Customers can also find goods from big brands on a sensational price. In every shop, there is a “Seasonal” section and “Manager special” section so they can have a variety of products all the time. For the current year, B&M has a mission to learn from customers by their reactions every day. (Preliminary Results Presentation 52 weeks, 2019)

Simon Arora, Chief Executive, said:

“The Group has made a solid start and we are on track with our plans for the year as a whole, with a strong performance in the B&M UK business and continued implementation of our planned change programmes in Germany and France, with a continued focus on resolving the warehousing and logistics challenges in Jawoll”

SWOT Analysis

Strengths

- *Dependable suppliers - strong and reliable suppliers of goods*
- *Well build a brand portfolio – with time it has been supported good brand portfolio*
- *The friendly and convenient shopping experience*
- *Return and exchange policy are very flexible so even if a customer is not happy with their purchase they can easily get their money back or exchange the item*
- *Products are at a very good price and affordable for everyone*
- *Excellent customers service, delight customers and big selection of products*
- *Customer appeal – most of the customers are coming for a specific product, but during the shopping, they buy impulsive products*
- *Sales and promotions all the time*
- *More than 500 stores in the UK*

Weaknesses

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- *There is a space for improvement in the system that B&M use in term of technology and also customer can't order anything online which is a very big disadvantage*

- *The banking organizing can be made in better ways and the cash can be used more methodically*
- *Many electrical products are not the highest quality even if they are selling it successfully*
- *Not convenient for employees less than 21 years old, because the pay rate is very low compared to other competitors*
- *A profitability ratio is less than the industry average*
- *Weak training plan*
- *Cashback is not available in the stores*
- *Customers can't pay with "American Express"*

Opportunities

- *Decreased inflation percentage – in the retail the decreasing inflation rate brings more balance and allows lower interest rates for customers*
- *The development of the market will lead to the rarefaction of the competitor's advantage*
- *What can expand the profitability and change the way of doing business is the new taxation policy*
- *Very big opportunity for B&M can be the new environmental policy*

Threats

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- *Increasing the prices in China can actually have an impact on the profitability of the company*
- *Counterfeit, replicas and low-quality products can be a threat as well*
- *Competitors*
- *Weak IT security system*

- *Brexit – this can have an impact on the economic and regulatory environment, availability and cost of labor, withholding tax paid on internal dividends*

Role of employees

<i>Stores</i>
<i>Area Manager , Store Manager , Deputy Manager, Customer Service Manager</i>

- *Area manager (AM)*

The area manager is a leader to his teams and he needs to be able to inspire them. He is in charge of stores in his area and responsible to run them in an appropriate way. He needs to be creative and able to give new ideas. The area manager is a role model so he needs to be real passion for his job.

- *Store manager (SM)*

Store manager has the responsibility again to inspire, motivate and support his team, to work with passion and make sure everything is under control all the time. He must have full control of his store. He needs to make sure he is doing the best he can for his store so it can be as good as possible. The required skills are problem-solving and analysis, planning, and organizing, emotionally intelligent, leads and develops and consider decision-maker.

- *Deputy store manager (DSM)*

The Deputy Manager has the responsibility to fully support his Store Manager. As well as to give new ideas and to motivate the team. The deputy manager is spending most of the time on the shop floor so he needs to be an example for the team and customers. He is responsible for the day to day running of the store, making sure that everyone delivers the best store standards for the customers. He needs to have the same skills as the Store Manager.

- *Customer service manager (CSM)*

The main purpose of this role is the responsibility for cash office and till area. The customer service manager needs to make sure that it has been provided good customer service and all customer expectations are met. To ensure that all the colleagues working on the tills are trained and that they have the required knowledge. To make sure that all the company stock is controlled and stored as required. Customer Service Manager needs to have strong solving problems skills.

This is the most important position in B&M Retail. Good Team Management is very important for the business. Obviously, they can't manage on their own so the Customer Service manager has at least two Customer Service Supervisors for support, depending on how big is the store and the Deputy store manager have Supervisor as well.

Training and Development plan

The induction program and training are running successfully in the company. There is always space for progress and development. The training for becoming part of the management team is 8 months period on different aspects of the branch operation.

There are three types of training and development: Classroom, networked learning and Performance Coaching. B&M has been using all three types but in the end, it has been chosen the Online training and Performance Coaching.

The online learning is more flexible and people can do it at home. Although they need to have discipline and meet the deadlines for the training. Performance Coaching is when the employee is learning at work with someone who is responsible for it. Like this, the manager can see real results and follow the training plan.

Chosen role : Customer Service Supervisor (CSS)

The purpose of this role is to support the Customer Service Manager in running the cash office and the till area ensuring that it is delivered the best service through the teams for the customers.

The main responsibility of a Customer Supervisor are:

- To ensure that help is embedded within the team and colleagues are delivering help daily to maintain and improve where is possible the whole customer service experience from entering to leaving the store*
- To ensure that queue control is managed on a daily basis*
- To ensure that the values are at the heart of everything we do*
- To be visible and approachable for customers and colleagues*
- To be able to identify and anticipate the needs of the customer*
- To gather relevant information to make well informed and judged decision*
- Deputize in the absence of the cash office manager*
- To ensure that there are the relevant up-sells on each checkout and ensure the colleagues are aware of targets to maximize sales*

The legal responsibilities

· A very important responsibility for the Customer Service Supervisor is to ensure that all colleagues are trained and applying the Challenge 25 principles at all times.

Cash office responsibilities

- Ensure that all relevant colleagues have completed the Cash office guide and are compliant with cash handling and policies*
- Ensure that all cash and company assets are secure and protected at all times*
- Ensure that all refunds and returns are done correctly*

Communication

Ensure that the boards provided for communication are used to provide business information that flows to every colleague in the team, on time.

Key Relationships

- Customer Service Manager*
- Store Manager*
- Deputy manager*
- Floor manager*

Training for Customer Service Supervisor

The training is led by the Customer Service Manager and it is face to face.

The manager needs to ensure that at the end of the training the Customer Service Supervisor has the following skills:

Customer service-oriented, compliant, planning/organizing, numerical, problem solving and analysis, leadership capability, a strong communicator and approachable.

The first step of the training is an introduction to the system in the till area. The supervisor has to know how to deal with mistakes on the tills and also the refund and exchange policy.

The next steps are learning how to deal with customer complains and acquaintance with the customers' rights.

Introduction to the cash office responsibilities :

- *End of the day spot check*
- *How to recognize fake money*
- *Banking*
- *Daily save check*

Introduction to all operational Reports. They have to be done on a daily basis.

- *Banking Report*
- *Till Difference Report*
- *Employee sales*
- *Return exception*
- *Void exception*
- *Age refusal*

The Customer Service Manager (CSM) has to keep checking the progress of the supervisor with regular reviews.

Conclusion

The final point is that B&M is definitely one of the fastest-growing retail company. According to the company analysis, there is space for improvement inside the company, but otherwise, the customer expectations are met. Besides customer service, the company is doing very well. There are millions of happy customers weekly. The SWOT analysis is showing the advantages and disadvantages that the company needs to be concerned with. Training and development plans are working in an appropriate way.



Training Plan Template

Training Name:	Time: min	Training Type:
Lyudmila Nicolova	20 hours	Performance coaching / Customer service supervisor
Training Goals		
1. Cash office responsibility. 2. Paper work (Daily Reports) 3. Knowledge training		
Results		
• All the cash office responsibilities and daily reports are covered. • Quick learning but need practice.		
Certificate Skills Covered		
• Planning and Organising • Numerical		
Time / Length	Section	Description
		Equipment and Material (Room Lay)
		Comments

Section:

Morning responsibility

Counting the safe and floats

Bringing out the tills

Evening responsibilities

Cashing up and spot check on tills.

Entering in the system all the floats from tills. / 12hours

Section:

Entering the system and printing all the Daily Reports

Filling up the reports and doing investigation if needed . (Checking CCTV and speaking to till staff) / 4hours

Section:

Training on everything learned until now and checking the knowledge .

Corrections if needed.

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