



# StoreForce

## Sales & Labor Planning

### Considerations

for Store Reopening

May 2020



## Introduction

It is possible that once stores reopen, there will be a long period where businesses are required to operate differently. This will be in part due to reduced traffic, but it is also likely that additional constraints will be placed on retailers to limit physical interactions with customers.

## Sales and Labor Planning

A revised approach to **planning store sales and labor targets** will be required as stores reopen. With that in mind, you should consider **planning in phases**.

# PHASED APPROACH

Reopening Stores



### CONTROL BASELINE

Without a solid understanding of what to expect – go back to the basics for maximum control



### CAUTION APPLY LEARNINGS

The initial weeks will provide insights into customer traffic, spending and behaviors. Now we have some information we can use – but cautiously.



### RESUME INTRODUCE FLEXIBILITY

When your business starts to resemble something you recognize you will be in a position to introduce more flexibility

**Control:** Establish **Base Labor Hours** that are required during the initial few weeks of reopening;

**Caution:** Learn from **sales and traffic trends** and revise; begin to reforecast sales targets and labor requirements;

**Resume:** Plan **sales and labor targets** as business ramps back up.

Planning for reopening will focus on establishing a new sales and labor baseline for stores to operate from. The key to this will be to establish accurate store opening hours and follow any regulatory or policy guidance to staffing levels that must be observed upon reopening. With so much uncertainty, plans made prior to stores closing may not work for reopening. They are, however, a valuable baseline and should be used to both validate new plans moving forward and to track how close your business is to returning to normal.



## Scheduling

When stores reopen, **labor spend will be closely monitored**, and we expect leaner labor budgets for the first few weeks of business. Therefore, it's imperative that stores make the correct decision on how they spend that labor. Stores should also expect different operating hours, new instore activities, and staffing limits once business resumes.

### NEW ACTIVITIES AND ACTIVITY STANDARDS

There will be several new policies and guidelines around social distancing measures, and it is imperative these changes are communicated effectively to your stores to help them with reopening. It will also be important to collect their feedback to develop further guidance to evolving conditions as necessary.

No one is sure of what to expect in the early days and weeks, but based on requirements that have been established for 'essential retailers' (e.g. grocery), it is reasonable to consider that these will be extended to Specialty Retail when it reopens. These include additional social distancing measures to consider, which may involve reviewing the activities we ask our store teams to perform.

You may need to:

- Add new job qualifications for employees
- Add new Activities - Cleaner/ Sanitizer/capacity control /greeter and so on
- Communicate new policies and procedures to stores to deliver consistency.
- Ensure all teams are briefed on new activities
- Review and change Activity Standards as required

### RECRUITING

**Once stores reopen, retail teams will have to move quickly to ensure a smooth transition back to conducting business in brick and mortar locations.** In some cases, Store teams may have been drastically reduced. This could be potentially problematic as business ramps up and a workforce is not readily available to come back to work.

**Establishing a clear hiring plan** based on the newly defined needs of the business will be crucial. This will be followed by a well-defined onboarding plan designed to meet the tight timeline stores will be on.

The first place to start for store teams will be to **define recruitment goals** by outlining how many employees each location will need, and the type of employees. Factors such as newly established legislation, store types, and location will play a more important role than ever in this new climate. The labor plans and store budgets are most likely to be revisited daily, which will, in turn, affect the hiring process.

### POOLED LABOR

Once stores are open and operational, agility might be required to **shift labor from one location to another.** **Some stores might fall below minimum staffing** requirements to be able to open their doors. To be able to operate stores, giving teams access to a larger pool of potentially available employees will be critical.

The checklist on the next page will guide you through reopening your stores, the **Control** phase.



## Checklist

Below you will find checklists for Head Office/Admin teams and for Store teams to help you navigate what needs to be completed to ensure a smooth transition when reopening stores.

### ADMIN CHECKLIST

<b>Labor Planning</b>	<b>Assigned To</b>	
Ensure your store hours remain updated within your Scheduling/WFM tool. Do this exercise weekly until normal Open Hours return.		<input type="checkbox"/>
Establish your new baseline hours targets required for the first few weeks of business.		<input type="checkbox"/>
Create projected labor usage to review future schedules. Keep in mind reduced operating hours will likely affect traffic patterns.		<input type="checkbox"/>
Confirm availability for all store associates as well as store and field leaders. Update availability in your WFM tool to identify gaps.		<input type="checkbox"/>
<b>Performance</b>		
Create a second set of sales KPIs in order to track performance against both original and revised sales plans.		<input type="checkbox"/>
Monitor your retail business progress using week-on-week statistics by store & markets. Compare them to both your original and revised store plans.		<input type="checkbox"/>
Measure your in-store digital transactions (BOPIS, BORIS, Endless Aisle, etc.) to understand if the shift has changed and evaluate if your labor planning process can move into the 'Caution' phase.		<input type="checkbox"/>
<b>Managing Resources</b>		
Ensure your HRIS is maintained with up-to-date information about your staff (i.e. rehire dates, qualifications, etc.). Make sure it is being passed to your WFM tool at least a week before stores open to allow for scheduling and communications.		<input type="checkbox"/>
Where appropriate, adjust your employee min/max hours requirements to meet your new base hours budget.		<input type="checkbox"/>
Create a pool labor process, allowing your store staff the opportunity to work in multiple stores in each market/region to improve store coverage within each city.		<input type="checkbox"/>
Determine how many employees will return to work – recruitment needs will vary by store.		<input type="checkbox"/>
<b>Scheduling</b>		
Identify new activity standards and responsibilities that your teams will perform in-store (i.e. non-selling activities such as curbside services or new health-related activities).		<input type="checkbox"/>
Identify activities that will no longer be available or required as part of day-to-day store operations (i.e. fitting room attendant).		<input type="checkbox"/>



<b>Communication</b>		
Communicate your reopening schedule to your staff as soon as possible (include new activities and responsibilities assigned).		<input type="checkbox"/>
Consider minimizing the number of days to exchange shifts between your store associates to ensure store coverage.		<input type="checkbox"/>
Collect feedback from your stores and customers during and after the reopening process (gather lessons learned).		<input type="checkbox"/>
Ensure your new tasks are being communicated to your stores both in the pre-opening stage and after reopening.		<input type="checkbox"/>
Provide continued communication to your field leaders and teams to keep them informed and inspired. Establish a way to have a two-way communication.		
Advise corporate marketing to update your website and digital channels for store hours for each open store. Ensure you have a process in place to update listings as they appear on web searches.		<input type="checkbox"/>
<b>Processes</b>		
Establish a process and detailed action plan to manage stores/markets opening and closing activities due to ongoing outbreaks. Establish how fast you can have your stores ready to reopen.		<input type="checkbox"/>
Ensure your field leaders and sales teams are trained with your new in-store sales process (i.e. customer approaching, qualifying, product demonstration, closing – cash/credit?)		<input type="checkbox"/>
Monitor the compliance of new activity standards adopted by each of your stores and provide timely feedback of any change required.		<input type="checkbox"/>

## STORE CHECKLIST

<b>Managing Resources</b>	<b>Assigned To</b>	
Identify employees that can work in multiple stores and create a labor pool with nearby stores (if this is logistically feasible).		<input type="checkbox"/>
Establish the availability of an alternate store team for the possibility of closing/reopening your store again as a result of a virus outbreak in a single store.		<input type="checkbox"/>
<b>Scheduling</b>		
Communicate new expectations with your store team. You will need them to be flexible in terms of hours, location, activities - with minimal notice.		<input type="checkbox"/>
<b>Communication</b>		
Provide continued communication & training on the new standards adopted by your retail business.		<input type="checkbox"/>
Ensure a consistent and timely information to your store associates about store openings/closing and hours and their possible return to work.		<input type="checkbox"/>