



**BUYING AND
MERCHANDISING
OPERATIONS
RESEARCH EVENT**

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TABLE OF CONTENTS

I. EXECUTIVE SUMMARY	1
II. INTRODUCTION	4
A. DESCRIPTION OF THE BUSINESS OR ORGANIZATION	
B. DESCRIPTION OF THE TARGET MARKET (DEMOGRAPHICS AND PSYCHOGRAPHICS)	
C. OVERVIEW OF THE BUSINESS OR ORGANIZATION'S CURRENT EMPLOYEE EXPERIENCE	
III. RESEARCH METHODS USED IN STUDY	6
A. DESCRIPTION AND RATIONALE OF RESEARCH METHODOLOGIES SELECTED TO CONDUCT THE RESEARCH STUDY	
B. PROCESS USED TO CONDUCT SELECTED RESEARCH METHODS	
IV. FINDINGS AND CONCLUSIONS OF THE STUDY	8
A. FINDINGS OF THE RESEARCH STUDY	
B. CONCLUSIONS BASED ON THE FINDINGS	
V. PROPOSED STRATEGIC PLAN	12
A. OBJECTIVES AND RATIONALE OF THE PROPOSED STRATEGIC PLAN	
B. PROPOSED ACTIVITIES AND TIMELINES	
C. PROPOSED METRICS OR KEY PERFORMANCE INDICATORS TO MEASURE PLAN EFFECTIVENESS	
VI. PROPOSED BUDGET	17
VII. BIBLIOGRAPHY	20

I. EXECUTIVE SUMMARY

Business Overview:

Metro by T-Mobile is a prepaid wireless service provider under T-Mobile and Sprint; the largest 5G networks in America. The mission is “to give value-conscious consumers a zero-compromise wireless experience.”

As Market Director for Metro by T-Mobile, Hannah Shin owns and operates 16 Metro by T-Mobile locations under her own entity. Shin currently employs 60 individuals ages 18-30. The primary target market of Metro by T-Mobile is young adults, ages 18-26, who need affordable phones and quality performance. The secondary target market is seniors, ages 65-80 who prioritize money-saving.

Figure 1.1: Metro by T-Mobile



Problem:

As a result of the pandemic, Metro has struggled to provide clear communication between management and employees, mental health support, and employee retention. Employees have noted that they don't feel connected with their peers, or their superiors, and communication channels are not effective. Especially during and after quarantine, employees have felt that they need more access to mental health resources. Furthermore, Hannah Shin, the owner, has discussed issues with losing employees after limited amounts of time.

Research Methods:

Both primary and secondary research was conducted to propose strategies to improve the current employee experience within Metro by T-Mobile. The various research methods are shown below:



Findings of Research Study:

Several findings were developed after collecting data from the primary and secondary research conducted. These findings led to conclusions and objectives that helped guide our strategic plan.

Research Conclusions/Objectives:

The determining conclusions and objectives were derived from the findings of the research study. The conclusions revealed opportunities for improvement in employee experience while the objectives were utilized to guide and execute purposeful activities.

CONCLUSIONS:

1. Employees need more flexibility because of current times.
2. Employees are not equipped to handle the mental and emotional challenges on the job.
3. Employees are not feeling motivated at work.
4. Employees want team bonding activities, especially after quarantine.

OBJECTIVES:

1. Reduce employee burnout and improve flexibility.
2. Improve employee retention.
3. Improve workplace community and workplace bonding.
4. Enforce training by developing engagement and motivation.

Proposed Strategic Plan:

After identifying concerns and determining specific objectives, the LINK campaign was designed. The purpose is to maximize the employee experience within Metro by T-Mobile. A timeline was created to outline the process of planning, performing, and evaluating all the activities within the LINK campaign.



Launch "Ignite" Training Program: The upper management of Metro by T-Mobile will utilize ice breakers, Power Point presentations, attendance logs, and attendee feedback forms. Launching the "Ignite" training program will improve employee retention as well as employee knowledge. This program will give employees the skills and tools they need to be successful, earn more compensation, and deal with problems they face in the workplace. This program is a non-monetary benefit offered to Metro by T-Mobile employees as it is a company sponsored training program.



Incentivize: Implement the use of the new commission structure that was built upon competitor research, budget, and quotas; in conjunction with the commission calculator that allows employees to immediately see the amount of commission they could make. Although this will greatly improve profitability for the company, it will also show immense improvement in employee experience. The research study points to the conclusion that Metro by T-Mobile employees value monetary benefits. Therefore, the new commission structure was designed to provide Metro by T-Mobile employees with the competitive incentives.



New Year in Las Vegas: Introduce the point system competition that is based on employee performance to employees via GroupMe. A tracker will be used to follow up with struggling employees and acknowledge successful employees throughout the competition. The top three employees with the highest points will be awarded with a paid vacation to Las Vegas, a brand-new phone, and a \$125 gift card. The New Year in Las Vegas competition is an opportunity for employees to showcase their selling skills and utilize the new tips and tricks they acquired from the "Ignite" training program. This competition gives employees a focus and goal that they can work towards, ultimately motivating employees to finish the year off strong.



Know employee needs: Surveys, one-on-one conversations, open discussions, and offering incentives for employees who bring proposed solutions to existing problems will give employees opportunities to openly share their needs, wants, and goals. These efforts work to foster a positive work environment, improving workplace community and bonding. One-on-one conversations with upper management will ensure that employee burnout is reduced, and employee needs are accounted for.



Timeline:

November - December

PLAN

January - February

PERFORM

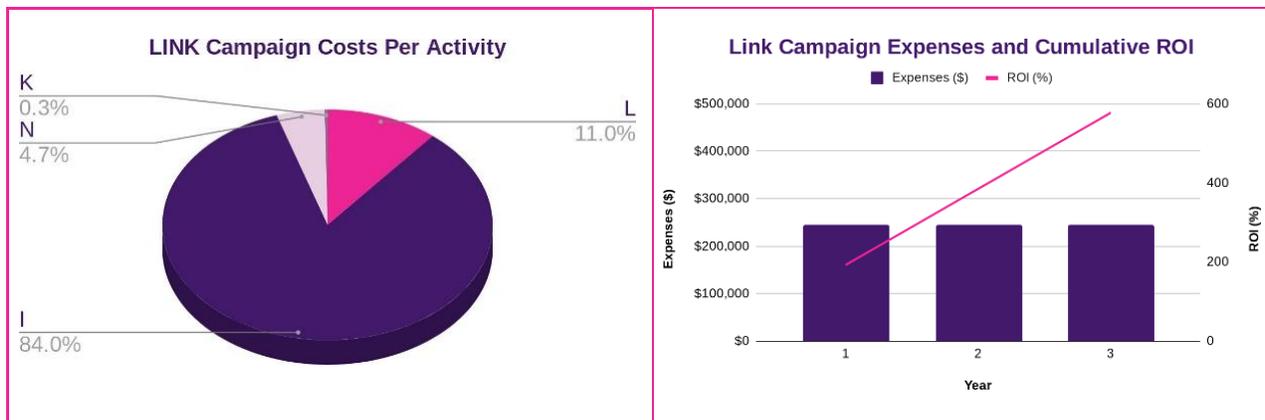
March - April

EVALUATE

Proposed Budget and ROI:

According to Metro by T-Mobile’s financial report, the total annual revenue was \$11,893,820. The investment needed for the LINK campaign will be \$246,125 in the first year or roughly 2% of the annual revenue. This budget is conservative and reasonable regarding the revenue made. The predicted return on investment over the next three years reaches heights well above 100% return.

	Costs
L	\$4,060
I	\$240,100
N	\$1,125
K	\$840
Total	\$246,125



Key Metrics:

To measure the success and impact of the LINK campaign, a variety of qualitative and quantitative measurements will be used. As listed below, these indicators will determine how effective the campaign is.



- 95% attendance
- 90% employee satisfaction



- 75% improved attendance
- Increased employee motivation



- 20 new hires retained 4+ months
- Increased employee retention



- 80% decrease in employee complaints
- 95% of employees feel valued