

Job Description

Job Title:	Manager, Retail Operations and Customer Experience
Department:	Print + Retail Solutions
Reports To:	Director
Jobs Reporting:	Store Operations Coordinator E-Commerce Coordinator Coordinator, Customer Experience Manager, Shipping & Receiving Inventory Coordinator W Store Essentials Assistant Managers
Salary Grade:	USG 10
Effective Date:	November 2020

Primary Purpose

The Manager, Retail Operations and Customer Experience is accountable for all aspects of effective retail operations in Print + Retail Solutions (P+RS), and for ensuring that customers across all sales channels enjoy consistently exceptional experiences. P+RS generates revenue in excess of \$10M annually through diverse sales channels and will rely on solid growth in the future in order to achieve its core departmental mandates. The necessary growth will come, in part, through effective retail operations and ongoing improvements in customer experience. This role has high impact on customer and campus partner relations, workplace culture, staff morale and the department's overall financial and operational success.

Key Accountabilities

Leadership

- Develops and implements administrative policies by establishing and communicating departmental procedures and guidelines to support the department's strategic and operational direction
- Accountable for the creation of and enforcing adherence to P+RS' standards of excellence for customer service.
- Creates a customer-centric culture that proactively creates exceptional experiences for all internal and external customers by ensuring that staff handle interactions professionally, effectively, empathetically, and in accordance to the University's values
- Leads the development and delivery of evolving services and associated standards based on department/institution strategy and industry best practices
- Proactively participates in P+RS project prioritization and reviews it on an ongoing basis, while taking the initiative to make recommendations to the Director with respect to potential customer service and operational improvements to increase sales and profitability
- As a member of the P+RS Leadership Team, contributes to goal-setting and strategic planning for the department and implements those plans through their team
- Communicates organizational and departmental direction and initiatives to direct reports so they feel connected with the larger goals of P+RS and understand the role everyone plays in achieving them, by establishing transparency through shared P+RS goal-setting
- Models the values of the P+RS department and the priorities of the Leadership Team in interactions with internal and external partners

Customer Experience

- Creates a culture of cohesive, consistent customer experience across P+RS retail locations and channels, including accurate application of merchandising, marketing and brand standards
- Ensures that P+RS service staff engage and inspire every customer, leverage products to tell our story, add joy to customers' lives, and leave a lasting, positive impression
- Work with the marketing team to continually improve customer flow, unit appearance, product merchandising, messaging, signage and atmosphere
- Defines the vision for the optimal P+RS customer experience. Through effective supervision of the Coordinator, Customer Experience, develops standards, practices, roadmaps and training programs to implement this vision throughout the department, and identifies ongoing opportunities for improvement, in coordination with staff throughout the department
- Provides leadership to the Store Operations Coordinator and the Coordinator, Customer Experience to constantly evaluate and improve training programs
- Regularly liaises with colleagues in other campus units as well as other campus stores to discover and develop new staff training and customer experience strategies
- Works with the Manager, Accounting & Financial Analysis to develop and monitor a KPI-driven customer experience measurement system, including measures such as customer surveys, mystery shoppers, conversion-rate tracking and in-store and online experience dashboard reports
- Consults on strategic decisions, providing feedback to encourage customer-centric decision making and creating consistently excellent customer experiences
- Overall responsibility to ensure P+RS retail channels are staffed and operated in accordance with P+RS and University standards
- Commits to positive interactions with all internal and external customers, and provides appropriate level of assistance regardless of situation or location
- Ensures that all customer inquiries are handled in a professional, timely manner; and in cases when customers should be redirected to other staff, the incumbent will ensure that the redirection is complete and that the customer is not left without service

Effective Retail Performance

- Develops and implements processes and plans with and for the Retail Operations and Customer Experience team, to ensure that strategic goals are realized and business targets are met
- Responsible for pricing strategies to maximize revenue
- Assists with planning activities, including conducting assessments and mapping processes and customer journeys, business analytics, short and long-term campus and facilities planning to support the department's strategic and operational direction
- As part of the Retail Strategy Working Group, establishes targets and evaluates financial performance by applying analytical skills to assess revenue, margins, expenses, pricing, promotions and inventory management; monitors achievement of targets and translates results into action plans
- Develops strategies to build customer loyalty and strengthen the P+RS loyalty program in stores in consultation with the Retail Strategy Working Group
- Oversees effective execution of special sales events, such as on-location pop-up shops at various campus locations
- Fosters and creates a positive selling environment that meets P+RS goals and creates a positive customer experience that strives to exceed every customer's expectations

Retail Operations and Logistics

- Ensures that operations via all P+RS retail channels are consistent and professional by working closely with the Store Operations Coordinator and Coordinator, Customer Experience
- Establishes, provides leadership and evaluates operating policies and procedures, ensuring the highest standards are maintained, students and other customers are satisfied, and departmental vision, mission, and values are upheld, to ensure the long-term financial viability of the department
- Identifies opportunities for operational efficiency through proper human resource planning and management, and effective allocation of financial and operational resources
- Implements systems and processes to establish and maintain records for the operating unit
- Leads, plans, periodically reviews, and maintains current department specifications, service level standards, work processes and practices appropriate and necessary for the department's operations
- Assists with and supports the department's strategic planning efforts addressing stewardship responsibilities and long-term sustainability of the department's delivery of products and services and optimal use of resources
- Working with the Manager, Accounting & Financial Analysis, coordinates and enforces effective and accurate inventory and cash control procedures
- Develops and implements effective workplace policies and procedures for safety, merchandise management and loss prevention
- Through effective supervision of the Manager, Shipping & Receiving and the Inventory Coordinator, ensures efficient movement of stock from the receiving area to the sales floor, with minimal disruption to store operations
- Through effective supervision of the E-Commerce Coordinator, ensures efficient fulfillment and processing of online orders, via appropriate staffing and operations planning, mitigating risk due to unpredictable fluctuations in staffing needs through good planning
- Continuously looks for ways to improve efficiency and effectiveness of P+RS retail operations
- Actively encourages and gathers employee suggestions and presents them to the appropriate manager for consideration and possible implementation
- Oversees administration of retail aspects of convocation

Staff Management

- Through creative strategies and activities, fosters a strong sense of "team" among full-time and casual staff
- Working with the Manager, Accounting & Financial Analysis, prepares and administers annual budgets, and recommends, implements and administers operating policies and procedures
- Maintains a diverse, high-performing team, representative of the campus community, through consistent selection, development and motivation
- Develops and implements a comprehensive P+RS-wide casual staffing program that incorporates complete staff life-cycle administration, including:
 - *Hiring*: job advertisements, interviewing, candidate selection and registration with UWaterloo and P+RS systems
 - *Training*: Exceptional Service training sessions, P+RS training (locations and product knowledge, POS operations, cash control procedures, administrative functions, etc.)
 - *Scheduling*: Equitable shift allocation, adequate staffing and coverage, prioritization of students' academic schedules, special events staffing
 - *Coaching*: being available to equip staff on an ongoing basis with the tools, knowledge and opportunities they need to develop as effective P+RS employees, supporting team members' personal and professional growth
 - *Performance Management*: evaluating staff performance, initiating corrective action when required
 - *Evaluation and Promotion*: administration of staff progression through the training tiers, effective deployment to areas of strength, identification of stand-out employees for special projects
 - *Recognition and Exit*: acknowledgement of milestone achievements, administration of casual staff exit gift program, provision of references and appropriate assistance to casual staff upon graduation
- Monitors staffing levels and ensures casual staffing needs are met for all areas across P+RS

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Collaboration

- Interacts regularly with the Leadership Team and all P+RS staff and supports cross-promotion of products and services wherever possible
- Establishes and maintains strong partnerships and relationships with units throughout the university and the Affiliated and Federated Institutions to help P+RS achieve its goals, while ensuring that P+RS is represented professionally
- Explores and proposes new opportunities for sales growth that are closely aligned with and sensitive to the needs of campus partners

**All employees of the University are expected to follow University and departmental health and safety policy, procedures and work practices at all times. Employees are also responsible for the completion of all health and safety training, as assigned. Employees with staff supervision and/or management responsibilities will ensure that assigned staff abide by the above, and actively identify, assess and correct health and safety hazards, as required.*

Required Qualifications

Education

- University degree, or equivalent education and experience
- Post-secondary training in operations management and/or business administration, or equivalent experience in a retail operations management role

Experience

- Minimum five years of supervisory experience, preferably in a business or retail environment
- Minimum five years of experience working in a retail setting, with accountability for store operations and customer experience
- Minimum three years of experience in event management

Knowledge/Skills/Abilities

- Demonstrated leadership ability
- Well-organized with a customer-oriented approach
- Ability to manage projects, including working effectively with other team members to keep things on schedule and within budget
- Excellent time-management and critical thinking skills
- Solid understanding of business operations and customer experience best practices, including business acumen and analytical skills
- Highly developed relationship-building and communication abilities, including interpersonal sensitivity and excellent written, verbal and presentation skills
- Intermediate skill in MS Office
- Valid 'G' Driver's License required in order to support events
- Familiarity with relevant University of Waterloo policies, procedures, and guidelines including Health and Safety, Staff Employment, Conflict Management and Human Rights, and AODA requirements is an asset

Nature and Scope

- **Contacts:** Beyond connections with P+RS colleagues, the incumbent has regular contact with campus groups and off-campus colleagues and suppliers to maintain and develop positive customer relationships. The incumbent also maintains excellent relationships with colleagues from other institutions to gather and share information related to providing the best retail experience possible.
- **Level of Responsibility:** For the areas under their oversight as outlined above, the Manager, Retail Operations & Customer Experience is responsible for the overall financial and service performance, and for meeting the strategic goals and revenue, profitability and efficiency targets set for P+RS retail locations. Staffing for this area includes multiple full-time and/or contract staff positions and a large pool of casual/student staff.
- **Decision-Making Authority:** Makes decisions on timelines, budget allocation, staffing resources, and

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provides guidance to others. This position makes recommendations to the P+RS Leadership Team about improved service and business process opportunities that impact both the incumbent and other functional areas within the department. Decisions made may have a direct impact on customer experience and perception of P+RS.

- **Physical and Sensory Demands:** This position requires exertion of physical sensory effort resulting in slight fatigue, strain or risk of injury. Lifting, bending and stretching is required from time to time, in order to set up events and move/display products for sale. Extended periods of time sitting at a desk and working at a computer.
- **Working Environment:** This position works in a typical retail store and office environment, with responsibilities in multiple retail locations across the University of Waterloo. There will be unusual hours or schedules, including extended weekend and weekday hours for events, and varying volumes of work at different times of the year. Some travel may be required.