

BAB 13

Manajemen Toko Ritel

Tanggung Jawab Manajemen Toko



MANAGING STORE EMPLOYEES (Chapter 16)

- Recruiting and selecting
- Socializing and training
- Motivating
- Evaluating and providing constructive feedback
- Rewarding and compensating



CONTROLLING COSTS (Chapter 16)

- Increasing labor productivity
- Reducing maintenance and energy costs
- Reducing inventory losses



MANAGING MERCHANDISE

- Displaying merchandise and maintaining visual standards (Chapter 17)
- Working with buyers
 - Suggesting new merchandise
 - Buying merchandise
 - Planning and managing special events
 - Marking down merchandise



PROVIDING CUSTOMER SERVICE (Chapter 18)

Proses Mengelola Karyawan Toko

1. Recruit and select employees



2. Socialize and train new employees



3. Motivate and manage employees to achieve store performance goals



4. Evaluate employee performance and provide feedback



5. Compensate and reward employees



Rekrutment & Seleksi Karyawan

1. Analisis Jabatan dan Pekerjaan yang Dibutuhkan
2. Membuat Job Description
3. Mencari Calon Karyawan potensial
4. Screening Pelamar untuk Wawancara:
 - Formulir Lamaran,
 - Referensi dan Cek Online, Testing,
 - Memberikan Gambaran tentang Dunia kerja Ritel
5. Memilih Pelamar Pekerjaan
 - Persiapan untuk Wawancara
 - Mengelola Wawancara



Pertanyaan Untuk Job Analysis

- How many salespeople will be working in the department at the same time?
- Do the salespeople have to work together in dealing with customers?
- How many customers will the salesperson have to work with at one time?
- Will the salesperson be selling on an open floor or working behind the counter?
- How much and what type of product knowledge does the salesperson need?
- Does the salesperson need to sell the merchandise or just ring up the orders and provide information?
- Is the salesperson required to make appointments with customers and develop a loyal customer base?
- Does the salesperson have the authority to negotiate price or terms of the sale?
- Does the salesperson need to demonstrate the merchandise?
- Will the salesperson be expected to make add-on sales?
- Is the salesperson's appearance important? How should an effective salesperson look?
- Will the salesperson be required to perform merchandising activities such as stocking shelves and setting up displays?
- Whom will the salesperson report to?
- What compensation plan will the salesperson be working under?

Pertanyaan Untuk Wawancara

Interviewing Questions

EXHIBIT 16-4



EDUCATION

What were your most and least favorite subjects in college? Why?

What types of extracurricular activities did you participate in? Why did you select those activities?

If you had the opportunity to attend school all over again, what, if anything, would you do differently? Why?

How did you spend the summers during college?

Did you have any part-time jobs? Which of your part-time jobs did you find most interesting? What did you find most difficult about working and attending college at the same time? What advice would you give to someone who wanted to work and attend college at the same time?

What accomplishments are you most proud of?



PREVIOUS EXPERIENCE

What's your description of the ideal manager? Subordinate? Coworker?

What did you like most/least about your last job?

What kind of people do you find it difficult/easy to work with? Why?

What has been your greatest accomplishment during your career to date?

Describe a situation at your last job involving pressure. How did you handle it?

What were some duties on your last job that you found difficult?

Of all the jobs you've had, which did you find the most/least rewarding?

What is the most frustrating situation you've encountered in your career?

Why do you want to leave your present job?

What would you do if . . . ?

How would you handle . . . ?

What would you like to avoid in future jobs?

What do you consider your greatest strength/weakness?

What are your responsibilities in your present job?

Tell me about the people you hired on your last job. How did they work out? What about the people you fired?

What risks did you take in your last job, and what were the results of those risks?

Where do you see yourself in three years?

What kind of references will your previous employer give?

What do you do when you have trouble solving a problem?



QUESTIONS THAT SHOULD NOT BE ASKED PER EQUAL EMPLOYMENT OPPORTUNITY GUIDELINES

Do you have plans for having children/a family?

What are your marriage plans?

What does your husband/wife do?

What happens if your husband/wife gets transferred or needs to relocate?

Who will take care of your children while you're at work?
(Asked of men) How would you feel about working for a woman?

How old are you?

What is your date of birth?

How would you feel working for a person younger than you?

Where were you born?

Where were your parents born?

Do you have any handicaps?

As a handicapped person, what help are you going to need to do your work?

How severe is your handicap?

What's your religion?

What church do you attend?

Do you hold religious beliefs that would prevent you from working on certain days of the week?

Do you feel that your race/color will be a problem in your performing the job?

Are you of _____ heritage/race?

Sosialisasi & Training Karyawan

1. **Program Orientasi** (Memberikan pengertian dan penjelasan melalui tour ataupun praktek bisnis ritel)
2. **Pelatihan Toko Karyawan**
 1. Program Keahlian Terstruktur (memberikan ilmu yang terkait dengan manajemen ritel)
 2. On-the-Job Training (pelatihan langsung kerja di tempat)
3. **Menganalisis Keberhasilan dan Kegagalan**



In this structured training program, newly hired Men's Wearhouse salespeople learn about merchandise they will be selling.

Program keahlian terstruktur

Mengelola & Memotivasi Karyawan

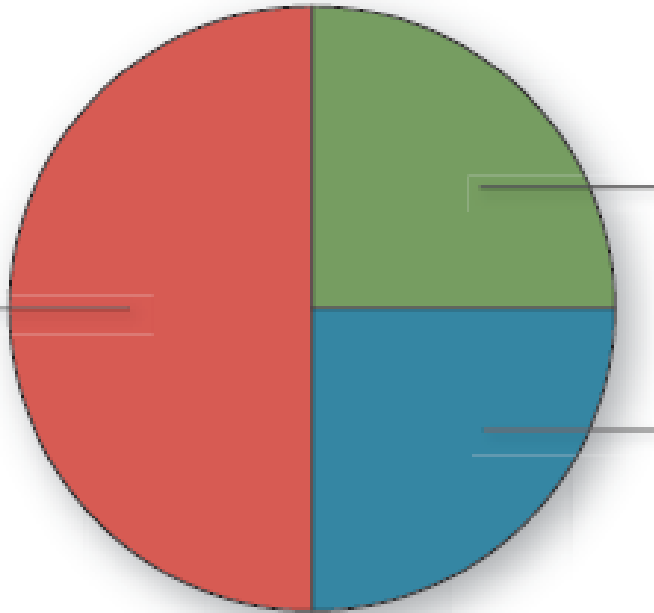
1. Kepemimpinan (proses dimana satu orang berusaha untuk mempengaruhi yang lain untuk mencapai beberapa sasaran atau tujuan.)
 - Perilaku Kepemimpinan
 - Proses Pengambilan keputusan Pemimpin
 - Tipe-tipe kepemimpinan
2. Memotivasi Karyawan
3. Menetapkan Tujuan atau Kuota Bisnis Ritel
4. Mempertahankan Moral Karyawan
5. Hati-hati terhadap Bahaya Sexual Harassment

Evaluasi Karyawan Toko

Factors Used to Evaluate Sales Associates at a Specialty Store **EXHIBIT 16-5**

50% SALES/CUSTOMER RELATIONS

1. Greeting. Approaches customers within 1 to 2 minutes with a smile and friendly manner. Uses open-ended questions.
2. Product knowledge. Demonstrates knowledge of product, fit, shrinkage, and price and can relay this information to the customer.
3. Suggests additional merchandise. Approaches customers at fitting room and cash/wrap areas.
4. Asks customers to buy and reinforces decisions. Lets customers know they've made a wise choice and thanks them.



25% OPERATIONS

1. Store appearance. Demonstrates an eye for detail (color and finesse) in the areas of display, coordination of merchandise on tables, floor fixtures, and wall faceouts. Takes initiative in maintaining store presentation standards.
2. Loss prevention. Actively follows all loss prevention procedures.
3. Merchandise control and handling. Consistently achieves established requirements in price change activity, shipment processing, and inventory control.
4. Cash/wrap procedures. Accurately and efficiently follows all register policies and cash/wrap procedures.

25% COMPLIANCE

1. Dress code and appearance. Complies with dress code. Appears neat and well groomed. Projects current fashionable store image.
2. Flexibility. Able to switch from one assignment to another, open to schedule adjustments. Shows initiative, awareness of store priorities and needs.
3. Working relations. Cooperates with other employees, willingly accepts direction and guidance from management. Communicates to management.

Kompensasi & Reward Untuk Karyawan

- ▣ **Reward Ekstrinsik:** Reward yang diberikan oleh baik oleh manajer toko atau perusahaan kepada karyawan seperti kompensasi, promosi, dan pengakuan.
- ▣ **Reward Intrinsik:** Reward yang dirasakan secara personal oleh karyawan dari keberhasilan menyelesaikan pekerjaan mereka dengan baik. Misalnya, penjual sering ingin menjual karena mereka pikir itu menantang dan menyenangkan. Ie: Kontes Penjualan etc, job enrichment (pemberiaan wewenang yang lebih)
- ▣ **Kompensasi:** Gaji Pokok, Insentif, Komisi, Bonus Kuota

Mengontrol Biaya

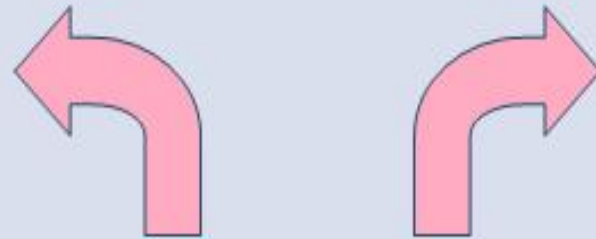
Tenaga Kerja

Energi
Air Conditioning
Pencahayaan

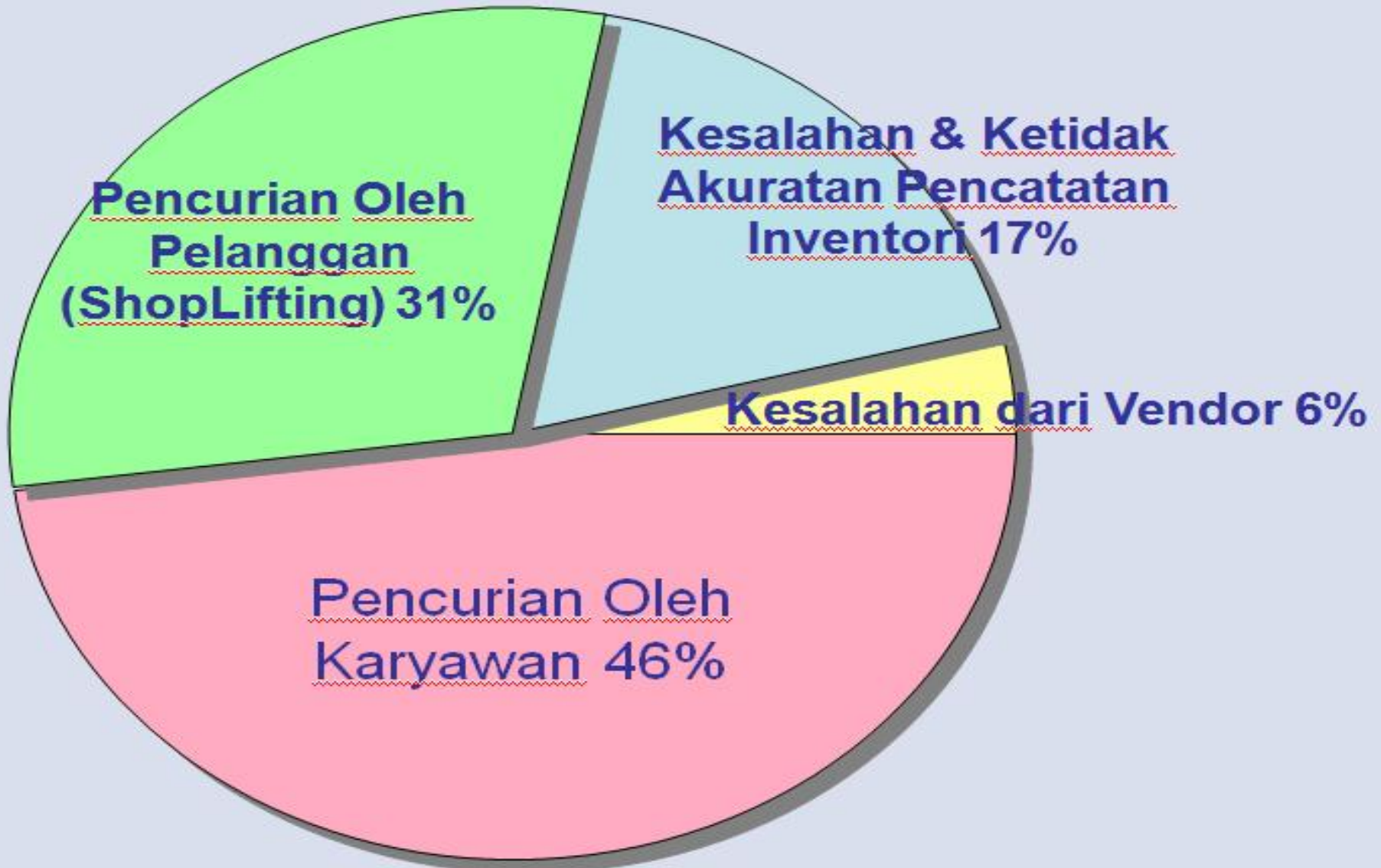
Biaya-Biaya yang
Harus Dikelola Oleh
Manajer Toko

Pemeliharaan

Penyusutan
Persediaan



Sumber Penyusutan Persediaan (Inventory Shrinkage)



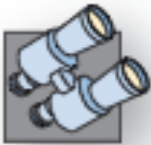
Mendeteksi & Mencegah Shoplifting

- ❑ Desain Toko yang Mudah Diawasi & Mencegah Shoplifting (ie: jangan meletakkan barang mahal didepan pintu masuk, kaca satu arah dan minimalikan blindspot)
- ❑ Peraturan Untuk MerChandise
- ❑ Peraturan Untuk karyawan agar mengenali & mencegah Shoplifting
- ❑ Langkah-langkah keamanan dengan menggunakan teknologi CCTV, EAS Tags, etc



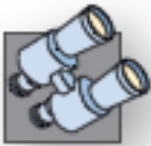
EAS Tags

Mengidentifikasi Shoplifters



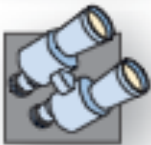
DON'T ASSUME THAT ALL SHOPLIFTERS ARE POORLY DRESSED

To avoid detection, professional shoplifters dress in the same manner as customers patronizing the store. Over 90 percent of all amateur shoplifters arrested have the cash, checks, or credit to purchase the merchandise they stole.



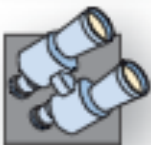
SPOT LOITERERS

Amateur shoplifters frequently loiter in areas as they build up the nerve to steal something. Professionals also spend time waiting for the right opportunity but less conspicuously than amateurs.



LOOK FOR GROUPS

Teenagers planning to shoplift often travel in groups. Some members of the group divert employees' attention while others take the merchandise. Professional shoplifters often work in pairs. One person takes the merchandise and passes it to a partner in the store's restroom, phone booths, or restaurant.



LOOK FOR PEOPLE WITH LOOSE CLOTHING

Shoplifters frequently hide stolen merchandise under loose-fitting clothing or in large shopping bags. People wearing a winter coat in the summer or a raincoat on a sunny day may be potential shoplifters.



WATCH THE EYES, HANDS, AND BODY

Professional shoplifters avoid looking at merchandise and concentrate on searching for store employees who might observe their activities. Shoplifters' movements might be unusual as they try to conceal merchandise.

Mencegah Pencurian Oleh Karyawan

1. Memilih Karyawan Yang Jujur & Prospektif
2. Membangun Sistem Kontrol & Kebijakan Keamanan
 - Secara acak mencari wadah, seperti tempat sampah, di mana barang dicuri dapat disimpan.
 - Mengharuskan karyawan toko masuk dan keluar toko melalui pintu masuk khusus.
 - Semua transaksi Penjualan ditangani oleh sistem komputer atau mesin Cash Register spy jelas pencatatannya.
 - Larangan karyawan membeli saat jam kerja.
 - Menyediakan ruang ganti di mana tas, paket, dan mantel harus diperiksa sebelum karyawan meninggalkan toko.
3. Menggunakan Teknologi Pengawasan seperti RFID & CCTV