

IIPS evaluates candidates' competence levels and provides retail store managers with the following performance objectives to deliver on the company's strategic and operational objectives at the store level:

1. DELIVERING ON THE STORE'S ANNUAL FINANCIAL PLAN

A. Key Performance Area – Sales

- ✓ Ensuring sales targets for each financial period are met
- ✓ Analysing sales and promotional data to report on and track sales to identify opportunities
- ✓ Implementing initiatives to improve sales
- ✓ Sharing reworked sales targets with staff on an ongoing basis

B. Key Performance Area – Gross Profit

- ✓ Ensuring the financial period's gross profit targets are met
- ✓ Analysing of the store's gross profit to identify areas causing margin loss to improve profitability
- ✓ Implementing initiatives to improve profitability



C. Key Performance Area – Expenses

- ✓ Ensuring OPEX (Operational Expense) targets for each financial period are met
- ✓ Managing store expenses in conjunction with stores sales performance
- ✓ Investigating and fixing all out of line expenses

D. Key Performance Area – Operating Profit

- ✓ Meeting of agreed operating profit target for financial period to date

E. Key Performance Area – Shrinkage

- ✓ Meeting set shrinkage target
- ✓ On-going analysis of risk areas in the store
- ✓ Preparation of stocktakes
- ✓ Implementing and fixing issues identified in risk audit
- ✓ Taking action in terms of non-compliance and procedures

2. DELIVERING ON THE STORE'S RIGHT PEOPLE STRATEGY

Key Performance Area – People

- ✓ Ensuring timeous placements of all vacancies with suitably qualified people
- ✓ Induction of new staff members and signing them off as competent
- ✓ Providing ongoing coaching and mentoring of staff to ensure continued success in role and succession pipeline
- ✓ Ongoing assessment of staff to identify talent, poor performance and individuals that need development
- ✓ Documentation of the following to ensure a strong paper trail on:
 - IDPs (Individual Development Programs)
 - Development Plans
 - Weekly Action Plans





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- ✓ Keeping a record of progressive performance management when misdemeanours occur
- ✓ Ensuring timeous and correct actions are taken to address individuals on IDPs or Development
- ✓ Completion and documentation of a training needs analysis for each staff member
- ✓ Ensuring enough staff are on duty during key trading periods like:
 - School Holidays
 - Long Weekends
 - Peak Hours
 - Christmas
 - Easter
- ✓ Manage staff scheduling and TOIL (Time Off In Lieu) in line with budgets and SOPS (Store Operating Procedures)





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3. DELIVERING ON IN-STORE STANDARDS

Key Performance Area – In Store Standards

- ✓ Merchandising the store according to the company's merchandising principles
- ✓ Ensuring the store's merchandising principles are communicated and understood by all staff
- ✓ Consistent checking store's merchandising compliance

4. DELIVERING ON MITIGATING RISK

Key Performance Area – Risk

- ✓ Ensuring the consistent delivery of in-store administrative standards
- ✓ Implementing corrective plans to manage risk identified on risk visits
- ✓ Managing the signing off of all faulty stock





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- ✓ Ensuring compliance regarding returns and IBT (Inter-branch transfers) processes
- ✓ Ensuring stock loss prevention and action plans are in place
- ✓ Ensuring compliance regarding store's stock loss action plan
- ✓ Investigating and taking corrective action on weekly stock counts
- ✓ Investigating and communicating variances on weekly stock counts with an area manager
- ✓ Investigating and correcting exception reports
- ✓ Ensuring GITs (Goods In Transit) are managed within a 0-14 day cycle



5. DELIVERING ON RULES OF ENGAGEMENT

Key Performance Area – Rules of Engagement

- ✓ Daily discussions with their staff on:
 - The previous day's sales performance and the sharing of the current day's sales targets
 - The previous day's performance by the department and the sharing of the current day's targets for each department
 - Sharing of ideas
 - Areas of concern
 - A priority focus for the day
 - Delegation of tasks for the day and providing timelines for completion
- ✓ Daily discussions with area manager on:
 - Previous day's sales performance
 - Previous day's performance by department



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- Areas of concern
- Agreement on priority focus for the day
- ✓ Meeting deadlines and providing timeous feedback to the various stakeholders
- ✓ Ensuring store visit book is utilised by store management and operations personnel
- ✓ Reviewing finance monthly with staff and area manager:
 - Drilling down into the store's performance on income statement across all lines
 - Understanding all out-of-line expenses
 - Providing feedback on out-of-line areas
- ✓ Reviewing non-performing departments monthly with staff and area manager:
 - Departments with a negative YTD (Year To Date) growth
 - Insight on reasons for poor performance



- Preparing and implementing a plan to address poor performance

6. DELIVERING STORES PROMOTIONS TO EXPECTATIONS

Key Performance Area – Promotions

- ✓ Launching all promotions on time and in line with the expectations laid out in the monthly bulletin
 - Monitoring promotional stock for the duration of the promotion
 - Communicating on good and bad sellers
 - Doing IBTs (Inter Branch Transfers) on items out of stock
 - Ensuring replenishment from planners
 - Ensuring execution of promotions on the launch date

7. DELIVERING SERVICE EXCELLENCE

Key Performance Area – Service Excellence

- ✓ Delivering on the brand promise through the Customer Journey
- ✓ Signing off all staff on Customer Journey
- ✓ Recording staff training registers
 - Weekly training registers on product knowledge and selling skills to be signed off by all staff
 - Submitting training registers to the Human Resources department to tracking
- ✓ Training store teams in effectively dealing with customer complaints
- ✓ Analysing mystery shopper results and taking appropriate action to improve future results
- ✓ Execution of action plans to rectify service issues
- ✓ Developing selling skills with staff to enhance sales

