

Jeff's Weekley Coffee

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I. Introduction to Jeff's Weekley Cup of Coffee

A. Our Mission, Overview, and Goals

Mission

At Jeff's Weekley Coffee, we are dedicated to serving the college community environmentally friendly coffee while giving our customers the best service possible. We strive to achieve excellence and value by serving amazing coffee, amazingly fast all in an enjoyable environment where everyone is welcome! We wish to be extremely profitable while maintaining high standards for both the coffee that we serve and the employees that serve our customers. We wish to inspire our employees by offering them opportunities that can lead to higher roles within the company. As management, we lead by example ensuring that each customer is taken care of and each employee feels welcomed everyday all-day! Our goal is very simple; we wish to make a profit so that we can continue spread our love for our customers, the environment and serve amazing coffee, amazingly fast.

Company Overview

Jeff's Weekley Coffee was formed in 2017 by Kalia Hayes, Totuinna James, Johnny Fu, and Matthew Velasquez. We are all partners in this venture with separate distinctive roles. Our titles consist of the accountant, human resource manager, operations manager, and marketing manager. We are currently a small business with approximately 15-20 employees. We are currently located in Richardson about a block away from University of Texas at Dallas.

Products & Services

We are in business to sell a variety of delicious coffee. Every coffee is different as every person has their own unique way of how they like their coffee. Although, we primarily opened for the sell of

coffee, we also offer food. The food ranges from small snacks to a light meal. We do not want this to just be a place for coffee only. We want people to also be able to relax and enjoy themselves. This would be a nice place to take a break from school. You may enjoy this space by yourself or with a group of friends hanging out.

Target Market

Our primary target market is young adults and college students in the area. However, we welcome all coffee consumers. Our primary goal is allowing everyone to have the opportunity to relieve relax in a wonderful, friendly environment like Jeff's Weekley Coffee Shop.

Competitors

Our current competitor is the cafe on UT Dallas' campus. The coffee shop on campus is one of the reasons for us starting our own coffee shop. The campus coffee is subpar. However, if that is the only place on campus, what other choices do the students have? That's where we come in. Once students realize we are right around the corner from the school and better, they will be showing up in no time. We will market ourselves and make our brand noticed to where students will want to give us a try and skip out on alternative joints.

Future Objectives.

The ultimate goal for the future is to open up more shops near other colleges and universities. Hopefully we are a huge success near UTD that other schools will hear about us. If we keep doing great, we could expand outside of the DFW area. There are plenty of colleges and universities around Texas that I could benefit from our wonderful coffee shop.

II. Organizational Behavior Plan

Year 1

Preface

As a startup company, our first year in operation will be tailored towards building and establishing our brand, organization, and workforce. To do so, we will focus on the key structural components of our business. This involves structuring the organization, acquiring and keeping a reliable workforce and beginning to form our company culture. Over the next year, we will execute this plan and continually measure and evaluate our performance. Our objectives for the first year include:

- 1. Develop and Establish Organizational Structure**
- 2. Attract and Retain a Highly Skilled Workforce**
- 3. Establish Efficient Internal Communications**
- 4. Identify, Establish, and Promote Company Norms**

1. Develop and Establish Organizational Structure

Upper Level Management.

Jeff's Weekley Coffee is co-owned by four individuals each with their own niche. Together the four of us fill the roles of an Chief Accounting Officer, Chief Executive Officer, Chief Human Resource Officer, and Chief Marketing Officer. While we each have our own separate title, our job descriptions are broader than that and we each perform duties based on the specific need of our company. This organic structure allows for more fluid and flexible communication which is essential to a startup company as we are all learning together and growing as our business does the same.

Operating.

Jeff's Weekley Coffee is open from 6am to 10pm. The longer hours allow us to serve all demographics of coffee drinkers, to compete with our top competitor, Starbucks, and stay to open longer than any other on-campus cafes. Our cafe is staffed with twelve crew members who work across our three shift day. Our first shift will be 6am - 11am, the second shift runs from 11am - 5pm, and our third shift is 5pm - 10pm. Us four owners will supervise three employees each. Although our management is structurally flat, each manager has a small span of control due to a small supervision group. This structure benefits our company because our managers are able to provide close supervision and support to our employees as we all grow and learn the business.

2. Attract and Retain a Highly Skilled Workforce

Talent Recruitment.

In order to hire our first set of employees at Jeff's Weekley Coffee, we will utilize online hiring boards such as GlassDoor and Indeed to post our available positions. Due to our infant status, we lack adequate visibility to fill our positions using traditional word-of-mouth and/or flyers. Using online resources will enable us to cut down on recruitment fees and both broaden and refine our candidate pool.

Training.

Our CHRO will be tasked with developing a training program for our new staff. Due to our organic structure, our staff members will all learn and be expected to perform the same tasks at any given time. We will have a two week paid training program for our staff with multiple sessions for our crew to attend throughout the day to allow flexibility with everyone's schedule. There will be a quasi-mandatory weekend team building workshop at the end of the two weeks. The training program is designed to teach them the works and give them opportunities to get to know their coworkers. We believe this opportunity for team building will enhance our company.

Employee Engagement.

As a infant company, our employee retention is an important statistic especially when it comes to growing our workforce in the future. Jeff's Weekley Coffee is structured so that we expect each employee to know the basic functions of our cafe. The nature of work is simple, but in order for us to succeed, our employees must retain the same excitement and passion for the company as we determined them to have when first hiring them. We want our employees to be fully engaged in their work and enthusiastic about coming in every day. To achieve this we first want to make sure that each employee has a line-of-sight on their future within the company and are in tune with our missions, values, and goals. We will introduce daily five minute team meetings before the start of each shift. These meetings will allow our lower and senior level employees to communicate openly and freely and discussion questions, comments, and concerns about day to day operations.

3. Establish Internal Communications

Internal Communication.

As mentioned, we want our employees to have a clear idea of what is expected of them which changes as our business grows so communication between levels is imperative. Our communication channel at Jeff's Weekley Coffee will not be distinctly upward or downward. Managers will communicate instructions, expectations, and feedback to employees but crew members are able to offer feedback and discuss concerns with ease to higher-ups and receive timely answers. Our daily meetings will be the primary hub for this exchange of information. While we encourage questions from our employees, we also want to reduce miscommunication that can easily interrupt our workflow. Because we will utilize multiple mediums of communication, such as emails and face-to-face conversation, we will require that any message transmitted electronically to also be discusses in person which will allow opportunity for questions and feedback. However, our efforts will be in vain

if our crew members are not actively listening and retaining information so we will offer free public speaking courses for any of our staff and require it for those we feel will truly benefit from it.

4. Identify, Establish, and Promote Company Norms

Organizational Culture.

We like to think of Jeff's Weekley Coffee as having it's own distinct personality. We want our employees to understand the goals and values of our company so that they can begin to align their own values with those of the company. At Jeff's Weekley Coffee, we created and promote a culture of diversity, inclusion, and openness. Having a distinct culture may lead to increased performances, allow us to deal with conflict easier, and provide an attractive external identity.

Diversity.

The culture we develop is not only relevant to our workflows. It provides an unspoken external identity to our company that consumers associate us with. Jeff's Weekley Coffee was initially built with UT Dallas students in mind and when examining the demographics on campus it is apparent that it a very diverse community. At Jeff's Weekley Coffee, diversity is one of our core values for multiple reasons. Aside from aligning our values with those in our community, a diverse workforce brings about many different point of views. As a startup, our direction is a work in progress. If we have a diverse workforce, we will be able to make more well-rounded future decisions that take into account differences between cultures. Meaning, as we grow, we can add additional products (i.e Boba Teas) and incorporate ideas based on feedback from our diverse workforce.

Inclusion and Openness.

Our main reason for heavily promoting inclusion and openness is because we know that the culture we promote is invisible to our employees but affects their behavior. We want our employees to feel comfortable and open when they come to work to minimize barriers of communication. If our employees know that their voice and opinions matter and are highly sought after, they, in turn, will be

more likely to contribute to the growth of our company. An additional benefit to establishing an open and inclusive culture is that it fits with the demand of our company's environment. A cafe is typically an intimate setting where individuals spend varying amounts of their time. Just like we want our employees to feel comfortable here, we also want our customers to feel at home when they come to Jeff's Weekley Coffee.

Year 2

Preface

During the first year, Jeff's Weekley Coffee experienced growth largely due to being identified as a must-try new cozy, welcoming and tasty cafe where all different types of people come to congregate. We were able to open two additional storefronts — one on the UT Dallas campus and the other on the Collin Community College campus. With this expansion comes the added task of strengthening and reinforcing our internal controls, organizational structure, recruiting processes, and upper level management task force. With the addition of new employees we must heavily manage, train, and evaluate our workforce in order to increase efficiency where communication could prove to be an issue. Doing so requires that we improve the quality of our hires and continue to monitor and keep our employees engaged. Our objectives for our second year in operation with an added two storefronts include:

- 1. Evaluate and Readjust the Organizational Structure of the Company**
- 2. Increase Leadership and Role Identity**
- 3. Continue to Grow Workforce and Improve the Quality of Hires**
- 4. Improve and Strengthen Employee Relations**

1. Evaluate and Readjust the Organizational Structure of the Company

Organizational Structure.

With the addition of two store fronts, our workforce is around 60 employees and our small upper level management team will not be able to provide the same degree of oversight as before. A notable change is the increase in the degree of centralization in our company. Before, four managers supervised a total of twelve employees allowing for close supervision. Now, our upper level management team has increased to four co-owners, three general managers and nine supervisors between our three locations. This increase shifts the decision making authority to a higher level in the organization. This change benefits Jeff's Weekley Coffee by adding quicker decision making processes which is vital when spread out across different cities.

Internal and External Communications.

Because our business is no longer headquartered at one single location, we must develop a new and efficient method of communication. At each individual store, we will keep our open door policy intact. Every shift will continue to be started with a group meeting to maintain the flow of information between levels, however, the information now has to reach higher levels within our organization. To help with this, we shifted a majority of our communications to an electronic channel. We now utilize the team collaboration software, Slack, to relay information to all levels.

2. Increase Leadership and Define Expectations

Leadership Development.

As Jeff's Weekley Coffee expands, upper level management loses oversight over day to day operations. To remediate this setback, it is important that we increase our management task force and solidify and clearly define their role within the company. We will gradually introduce nine new

supervisor positions within our company. It is imperative that these new supervisors possess both managing and leading skills. We are looking for visionary leaders who also know how to manage. To fill these vacant positions, we will first look to our existing workforce for potential leaders. Relying on the “Big Five” model, we are looking for leaders who exhibit a great amount of openness and conscientiousness. Each current employee is pushed to apply for the position and those who wish to will be required to take a “Big Five” personality test. Those employees who rank highest in evaluations according to our needs will be invited to interview as role of supervisor. Allowing for all of our employees to try out for this higher position further promotes our inclusion based culture. We want our employees to know that we keep track of and recognize the work they do for us so that they remain committed to the company and their duties.

Leadership Defined.

Leading a team will be extremely important to the success of this business as we continue to grow. It is imperative that each supervisor lead by example and show that the goals of the company are crucial but that our employee well-being is what is needed to ensure that Jeff’s Weekley Coffee is successful. As a company we cannot expect the employees to work hard if we as managers are not leading by example. In following the path-goal theory, we want our newfound leaders to provide guidance and support for our employees while also setting goals and establishing measurements of success for our employees. Our goal is to ensure our employees that their effort will lead to performance increases and, by default, performance rewards thus creating a high-performing workforce.

3. Continue to Grow Workforce and Improve the Quality of Hires

Employee Referral.

With a total of 60 employees and three locations, our workforce is now robust enough to initiate an employee referral program. The program will be designed to attract like-minded individuals to

work with us. Because we will use employee referrals, we have an added opportunity to pre-screen those who interview to avoid any person-culture mismatch. Our employees will earn a \$100 bonus for each employee referral who is hired and stays with the company for at least three months. Because we are offering a monetary incentive for an employee's engagement with the company, this referral program will increase the rate at which we are introduced to potential hires and refortify our employee engagement and satisfaction.

Hiring Improvements.

When hiring employees, we will be assessing both person-organization fit and person-job fit. With the addition of three new General Managers, we will look outside the company to find suitable and experienced talent due to the high-level skillset required from our GMs. We will run preemployment personality tests using Kronos and Hogan Assessment Systems when selecting our new GMs to improve our selection and reduce the possibility of employee turnover. Not only that, but in order to fortify our decisions, we will couple personality tests with cognitive ability tests just to have a better idea of which potentials will be better performers. Our GMs should have a proactive personality as we will need individuals with problem-solving skills who are able to adjust to the position quickly and with ease.

4. Improve and Strengthen Employee Relations

Job Performance.

Job performance is a function of the interaction between an individual's motivation, ability, and environment. Motivation is key to performing a duty well. Lacking motivation to accomplish a task can lead to shortcomings and mediocre results. To motivate our employees to do their best, we will initiate an employee recognition program. Each day, managers will record the best performing employee and at the end of the week, one of those employees will be randomly selected to win various prizes ranging from paid time off to free food. At the end of the month, we will award a

deserving employee of the month with a \$50 gift card and a place on our walls forever. These recognition programs let our staff know that we appreciate and see the efforts they put fourth daily and forms a performance based culture where employees put themselves out there in an attempt to succeed.

Conflict Management.

We understand that at times issues may arise between employees, or management. It is imperative that we make sure that each employee is treated fairly and ethically. It is up to management to make sure that each issue is respectfully resolved in a timely manner. It is not within the company's vision to avoid the issues that comes up but rather to either explore other options or collaborate on resolving the issue. There will be times that the employee or manager has done something wrong and the company must handle it whether is it termination or disciplinary action.

Year 3

Preface

By our third year of operation, Jeff's Weekley Coffee is a well known brand throughout Texas college systems. We now operate seven store fronts on six different college campuses in four different cities. Due to our expansion throughout Texas, we are tasked with making adjustments to our organization structure that will account for the varying locations of our store fronts. After three years, we have formed a clear understanding of our company culture and values, our customer base, and organizational flow. With this being said, we will continue focus on employee relations as our workforce is our biggest asset. Our hope is to continue to attract customers and employees using the same method — making Jeff's Weekley Coffee a place you want to be. Our objective for our third year include:

- 1. Reevaluate Organizational Structure**
- 2. Improve New Employee Transition**
- 3. Maximize Employee Relations**
- 4. Align Jeff's Weekley Coffee for the Future**

1. Reevaluate Organizational Structure

Organizational Structure — Expansion.

Now that we operate in four different cities we must adapt our flow of information to account for this change. Our organization is now even more centralized. We now have four regional managers who are tasked with ensuring that our stores in each of our cities are operating as per quota and standard. This change means that we now have a tall vertical differentiation as there are several layers of management between our frontline employees and those at the top. However, we still promote openness and our employees still offer feedback just as we offer it to them.

2. Improve New Employee Transition

Organizational Socialization.

As we grow and enter into new markets in new cities our workforce has to grow in tangent. However, Jeff's Weekley Coffee already has such a strong culture that new employees may be overwhelmed when coming on board. In addition to formal orientation training program, through on-boarding we will carryout the most efficient method to aligning new employees to our company. Our established leaders will act as mentors to our new hires and provide feedback as they learn the ropes. Because we are attempting to socialize new employees into becoming comfortable within the company, their confidence levels will increase and in turn translate to an already performing new employee with strong organizational commitment, job satisfaction, and possibly longer tenure.

3. Maximize Employee Relations

Incentives.

After three years, Jeff's Weekley coffee is at a point where we can offer bonus programs and incentive for those who perform up to par. We will introduce an employee tuition reimbursement. Each employee, entry-level and mid managers will have \$20,000 to use towards their education. As long as the school they are attending is accredited it does not matter which degree they get. The \$25,000 will be available to the employee after 3 weeks of employment and can be used for any degree, but the \$25,000 is broken down to \$5,250 a year and \$2,625 a semester. A grade of a C or better will be required for reimbursement. This program will increase employee satisfaction, engagement and tenure as it is disbursed yearly.

Team Forming.

Throughout, we have continued the same process of forming teams based on shifts however, as we've grown the team sizes and types have also grown. Our shift teams consist of one supervisor with five to ten employees under them. We chose smaller numbers for our teams so cooperation is not negatively affected. Our morning shift members are tasked with opening the store and preparing it for business while our night shift members are to clean and close the store. Other teams are formed based on their position within the company. We have upper level management teams who hold bi-weekly video conferences to discuss the current and future standing of Jeff's Weekley Coffee.

Team Building.

We will host paid company team building events every last weekend of the month. These events include fun and slightly competitive team activities as well as conferencing sessions with your respective supervisor. Putting one team up against another team in a friendly game of tug-o-war only further helps align and strengthen our teams. In conferencing sessions, teams will discuss leadership and roles amongst their teammates. The supervisor will then meet one on one to provide feedback for

their subordinates. It is important for each team member to understand their role and how it affects the success of their team and by default, Jeff's Weekley Coffee as it can lead to increased job involvement and organizational commitment.

Career Development.

We will offer career development opportunities and courses for our employees who show interest or need. Not only do these career development opportunities make our employees more well-rounded they will also increase employee retention. If we have an under-performing employee, this career development program can strengthen their weaknesses Likewise, the presence of our career development programs will make Jeff's Weekley Coffee a more attractive company for those looking for a new career change.

4. Align Jeff's Weekley Coffee for the Future

Future Goals.

The goals that we set are important because they allow us to reach defined objectives that we have for the company. One of the biggest reasons why our company is successful is because we hire and train according to our company culture. As we continue to grow our mission statement will change from time-to-time to focus on our ongoing success. The biggest reason Jeff's Weekley Coffee is so successful is because the people we hire have a desire to grow with the company and we provide each employee with the tools that are needed. Within the next five years we plan on expanding the number of store fronts on and around college campuses to other states. In addition to that we still want to stay focused on building our company culture as we believe it's our largest liability.

To make sure that our employees are successful we will still utilize an open door policy allowing management and employees to communicate efficiently about goals, issues, career options and how to be successful. We do not wish to be a Starbucks but rather a company that is focused on both high quality products and ensuring that the coffee that we sell is crafted to perfection.

References

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