KICK-OFF - Proposal Questions

The objective of understanding the following points is to give the MDS-team a general idea of the Glentel and it's workforce in order to match data behavior with business behavior.

1. Can you explain to us please the current business model of Glentel? (before Covid). Have there been any significant business model changes in the past year(s)? During Covid?

    Glentel-24/04: Glentel initially started as company whose business was the selling of cellphones, after its acquisition by Bell and Rogers 2016 its business model changed to driving out line activations.
    Regarding Covid, since march 18th, the stores have been closed.
    Glentel has a small business sales, almost all sale are to natural customers.

2. Could you describe Glentel's workforce? How many salespersons, managers?

    Glentel-24/04: A total of 1,600 employees, approx. 450 of them are store managers.

3. What have been any relevant challenges Glentel has had/has related to workforce?

    Relevant challenes has been the turnover rate. Currently 12 month window of turnover rate is 36%-51%. Even though the retail average is higher(60%), this is still something they challenges them. Usually stores which are stable (low turnover) have good revenue performance.

    Post-covid: Glentel would like to optimize their work force, they would have to limit people in the stores to guarantee social distancing, so they want a metric that could help them decide which would result in the best performance

4. What is the hiring process for sales positions? (So we can understand the process people go through in order become part of Glentel's workforce?)

    Glentel 24/04: Job posting in ATS (applicant tracking systems) such as "career builder". Recruitment team pre-screens candidates, which once filtered are sent to district manager. Usually they look for customer center profiles. (Glentel wants to confirm the attributes they should look for).

5. Could you generally explain what is the compensation strategy for salespositions?

    Glentel 24/04: The compensation strategy consists of a basepay (miniwal wage) + competitive commission for different plateaus. (as far as Glentel know, their compensation strategy is more attractive that the competition's). Manager have a higher base pay plus additional premiums.

6. Do you know of certain moments in time were workforce behavior (Data) might be affected by special events in the company? (That might have had an effect on the data). Can you think of

exclusions we need to do on the data? Do you know of seasonality in workforce data? Months with special behaviors? Which are these months and why are they special?

Glentel 24/04: They are multiple events in the year that boost employee performance such as "offsite events", like kiosks and PNE and CNE….
Expected seasonality in December and back to school season. Also performance is driven by carrier promotions(they control the pricing), which are usually given at the end of quarters, when carriers need a boost in order to meet expected sales. (Jan, Feb are light, but march usually has lot of promotions).

7. What kind of questions do you have regarding workforce, you wish you could answer through data analytics?

Glentel 24/04:
- What are the factors that are affecting sales?
- What is the ideal profile we should recruit?

Regarding the project description: "Determine the factors that may be contributing to the work-related events or trends impacting our retail business". What do you consider as work-related events?

Glentel 24/04: Relevant work related events are:
Change in commission structure (raising of minimal wage…11 CAD to 15 CAD, done in jan-2019).

8. What is your expectation for an employee tenure (1,3,5yrs).

Glentel 24/04: No target in mind goal for tenure. They would like to minimize tenure in the first 3
Turn-over rate in first 3 months to be confirmed.

9. Regarding key drivers, how do you define employee productivity, number of transfers, store leadership, etc. How are you measuring them currently, are there metric standards across all regions?

Glentel 24-04: The current drivers are:
Total activations per hours worked…
There is an employee score, composed around 20 variables, where activations is the key driver.
- Glentel to confirm what is a high performer?
- Glentel confirms their performance measurements are shared with employees through coaching meetings.

10. Also how are you measuring customer feedback, is there a scale conversion?

    Glentel 24-04: No survey, customer feedback is gathered when customers reach out, either to recommend or express a complain. Glentel has information about customer feedback stored (It can be shared to UBC).

11. Some of us, in capstone projections understood this as a dual project: One model for hiring-retaining-training and the other for staffing and store scheduling? Is this so? Is there one project more critical than the other?

    Glentel 24-04:They want to understand the attributes for high performers and or what drives a person to become a high performer in order to either focus on finding this profile and/or focus on the drivers that make a person become a high performer.

12. What is your current turnover rate (we don't have this clear from the slides). Do you have a particular goal in mind for this variable, where business can still be sustainable with certain level of turnover rate?

    Glentel 24-04: Main goal is performance, no target for turn-over. Nevertheless if we can give a recommendation for reducing turnover rate that would be of interest for Glentel because less turn-over generate savings to the company.

13. Regarding data confidentiality and privacy. Will data be anonymized regarding employee personal ID information?

    Glentel 24-04: primary key for employee information: employee code. No personal ID revealed.