



**BUYING AND
MERCHANDISING
OPERATIONS
RESEARCH EVENT**

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I. EXECUTIVE SUMMARY

Business Overview:

Metro by T-Mobile is a prepaid wireless service provider under T-Mobile and Sprint; the largest 5G networks in America. The mission is “to give value-conscious consumers a zero-compromise wireless experience.”

As Market Director for Metro by T-Mobile, Hannah Shin owns and operates 16 Metro by T-Mobile locations under her own entity. Shin currently employs 60 individuals ages 18-30. The primary target market of Metro by T-Mobile is young adults, ages 18-26, who need affordable phones and quality performance. The secondary target market is seniors, ages 65-80 who prioritize money-saving.

Figure 1.1: Metro by T-Mobile



Problem:

As a result of the pandemic, Metro has struggled to provide clear communication between management and employees, mental health support, and employee retention. Employees have noted that they don't feel connected with their peers, or their superiors, and communication channels are not effective. Especially during and after quarantine, employees have felt that they need more access to mental health resources. Furthermore, Hannah Shin, the owner, has discussed issues with losing employees after limited amounts of time.

Research Methods:

Both primary and secondary research was conducted to propose strategies to improve the current employee experience within Metro by T-Mobile. The various research methods are shown below:



Findings of Research Study:

Several findings were developed after collecting data from the primary and secondary research conducted. These findings led to conclusions and objectives that helped guide our strategic plan.

Research Conclusions/Objectives:

The determining conclusions and objectives were derived from the findings of the research study. The conclusions revealed opportunities for improvement in employee experience while the objectives were utilized to guide and execute purposeful activities.

CONCLUSIONS:

1. Employees need more flexibility because of current times.
2. Employees are not equipped to handle the mental and emotional challenges on the job.
3. Employees are not feeling motivated at work.
4. Employees want team bonding activities, especially after quarantine.

OBJECTIVES:

1. Reduce employee burnout and improve flexibility.
2. Improve employee retention.
3. Improve workplace community and workplace bonding.
4. Enforce training by developing engagement and motivation.

Proposed Strategic Plan:

After identifying concerns and determining specific objectives, the LINK campaign was designed. The purpose is to maximize the employee experience within Metro by T-Mobile. A timeline was created to outline the process of planning, performing, and evaluating all the activities within the LINK campaign.



Launch "Ignite" Training Program: The upper management of Metro by T-Mobile will utilize ice breakers, Power Point presentations, attendance logs, and attendee feedback forms. Launching the "Ignite" training program will improve employee retention as well as employee knowledge. This program will give employees the skills and tools they need to be successful, earn more compensation, and deal with problems they face in the workplace. This program is a non-monetary benefit offered to Metro by T-Mobile employees as it is a company sponsored training program.



Incentivize: Implement the use of the new commission structure that was built upon competitor research, budget, and quotas; in conjunction with the commission calculator that allows employees to immediately see the amount of commission they could make. Although this will greatly improve profitability for the company, it will also show immense improvement in employee experience. The research study points to the conclusion that Metro by T-Mobile employees value monetary benefits. Therefore, the new commission structure was designed to provide Metro by T-Mobile employees with the competitive incentives.



New Year in Las Vegas: Introduce the point system competition that is based on employee performance to employees via GroupMe. A tracker will be used to follow up with struggling employees and acknowledge successful employees throughout the competition. The top three employees with the highest points will be awarded with a paid vacation to Las Vegas, a brand-new phone, and a \$125 gift card. The New Year in Las Vegas competition is an opportunity for employees to showcase their selling skills and utilize the new tips and tricks they acquired from the "Ignite" training program. This competition gives employees a focus and goal that they can work towards, ultimately motivating employees to finish the year off strong.



Know employee needs: Surveys, one-on-one conversations, open discussions, and offering incentives for employees who bring proposed solutions to existing problems will give employees opportunities to openly share their needs, wants, and goals. These efforts work to foster a positive work environment, improving workplace community and bonding. One-on-one conversations with upper management will ensure that employee burnout is reduced, and employee needs are accounted for.



Timeline:

November - December

PLAN

January - February

PERFORM

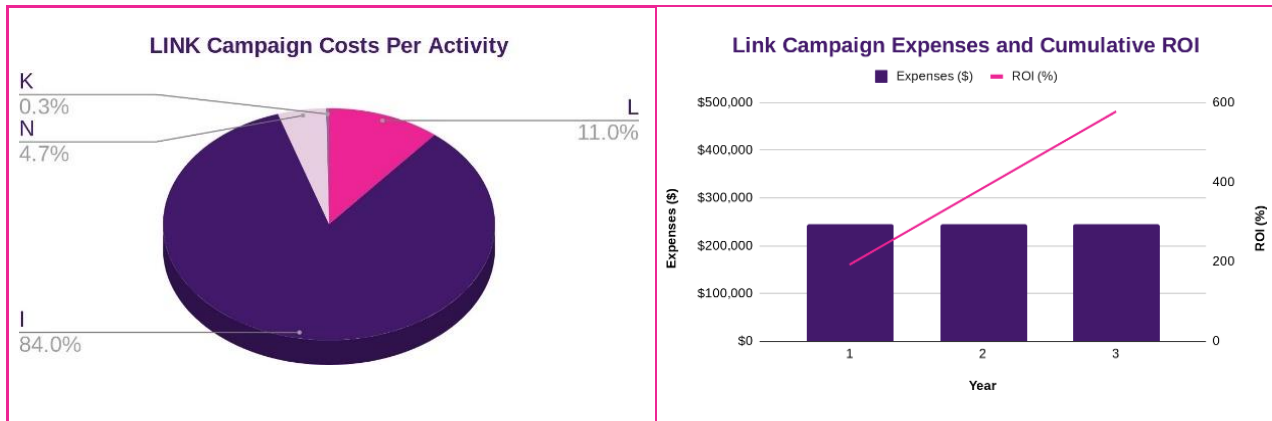
March - April

EVALUATE

Proposed Budget and ROI:





According to Metro by T-Mobile’s financial report, the total annual revenue was \$11,893,820. The investment needed for the LINK campaign will be \$246,125 in the first year or roughly 2% of the annual revenue. This budget is conservative and reasonable regarding the revenue made. The predicted return on investment over the next three years reaches heights well above 100% return.

	Costs
L	\$4,060
I	\$240,100
N	\$1,125
K	\$840
Total	\$246,125



Key Metrics:

To measure the success and impact of the LINK campaign, a variety of qualitative and quantitative measurements will be used. As listed below, these indicators will determine how effective the campaign is.

	<ul style="list-style-type: none"> ● 95% attendance ● 90% employee satisfaction 		<ul style="list-style-type: none"> ● 75% improved attendance ● Increased employee motivation
	<ul style="list-style-type: none"> ● 20 new hires retained 4+ months ● Increased employee retention 		<ul style="list-style-type: none"> ● 80% decrease in employee complaints ● 95% of employees feel valued

II. INTRODUCTION

A. DESCRIPTION OF THE BUSINESS OR ORGANIZATION

Metro by T-Mobile is a prepaid wireless service provider under T-Mobile and Sprint, the largest 5G network in America. In September of 2018, T-Mobile announced the rebranding of Metro PCS to Metro by T-Mobile to escape the outdated perceptions of prepaid networks. Signs were changed around the United States to Metro by T-Mobile, shown in Figure 2.1, to embark on the idea that customers will not have to compromise on performance or value. Since then, Metro by T-Mobile has upheld its mission **“to give value-conscious consumers a wireless experience as a new brand,”** more than doubled its subscriber base, doubled distribution, and tripled the number of employees. Metro customers are saving as much as 45% compared to Verizon and AT&T for a two-line plan, under contract-free, transparent, and unlimited rate plans with Amazon Prime and Google One included. **Metro by T-Mobile employees utilizes product and service knowledge to reach the quotas set by Metro by T-Mobile.**

Figure 2.1: Metro by T-Mobile



As Market Director for Metro by T-Mobile, Hannah Shin, has taken on the Washington and Oregon stores. She owns and operates 16 Metro by T-Mobile locations under her own entity. Shin's market in the Pacific Northwest has grown, substantially, alongside the 7,000 Metro by T-Mobile around the United States. Shin's entity currently employs 60 individuals ranging from ages 18-30. 16 of her employees are store managers and 3 are district managers who directly support Shin. As Market Director for Metro by T-Mobile, Hannah Shin works to provide a space in which her employees can successfully meet the quotas set by Metro by T-Mobile corporate.

Figure 2.2: Metro by T-Mobile Team



B. DESCRIPTION OF THE TARGET MARKET (DEMOGRAPHICS AND PSYCHOGRAPHICS)

Narrowing down and establishing a specific target market is essential to achieve greater efficiency and customer satisfaction. Determining primary and secondary target markets allows Metro by T-Mobile to create products through tailored marketing efforts and promote products effectively.

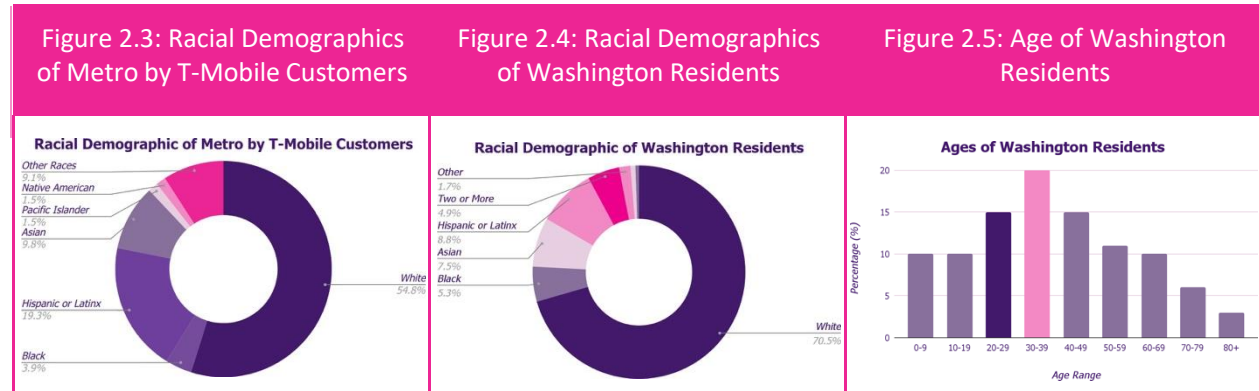
Primary target market:

Inspired by the idea that young adults need affordable phone plans, Metro by T-Mobile has chosen to target developing adults, ages 18-26, who refuse to compromise on performance.

Demographic:

Metro by T-Mobile's primary target market includes Generation Z and Millennials, specifically the ages between 18 and 26. Figure 2.4 illustrates the age ranges in percentages of the residents of Washington. The average individual income in the Washington area is \$30,000 with the median reaching \$35,460. Of

Metro customers, 55% are Caucasian and 19% are Hispanic/Latino, as shown in Figure 2.3. Metro by T-Mobile has made efforts to accommodate the larger population of Hispanic and Latino users by introducing Mexico calling and more bilingual Spanish-speaking employees in stores. Figure 2.4 shows that of the residing citizens in Washington, 71% are Caucasian and 9% are Hispanic.



Psychographic:

Metro by T-Mobile’s target market consists of money-conscious young adults. These individuals are entering adulthood, learning to be independent and responsible. One of the first steps of adulthood is breaking away from parents’ phone plans. Metro has customized promotions and services that make the first step as smooth and easy as possible. Moreover, Metro by T-Mobile’s target market demands reliable wireless service and up-to-date phones for their social media, camera, and school needs.

Secondary target market:

The secondary target market for Metro by T-Mobile is seniors, ages 65-80 who prioritize money-saving. These individuals are consumers of traditional media, such as radio, television, and newspapers. However, over the years, seniors have adapted to more technology, subsequently, becoming a secondary target market for wireless service providers.

Demographic:

Metro by T-Mobile’s secondary target market are Baby Boomers, ages 65-80. There are approximately 70 million Baby Boomers residing in the United States, providing Metro by T-Mobile with a large pool of prospective customers. The average individual income of Baby Boomers in the Washington area is \$55,000 which is 54% higher than the primary target market of Generation Z and Millennials.

Psychographic:

Metro by T-Mobile’s secondary target market values money-conscious buying decisions. The target market doesn’t have a desire for the best technology but needs a reliable phone for communication with family. Additionally, this group of individuals take pictures but won’t need the best camera quality on the market. This suggests the need for a device with plentiful storage and an average camera.

C. OVERVIEW OF THE BUSINESS OR ORGANIZATION’S CURRENT EMPLOYEE EXPERIENCE

Through the emerging pandemic, businesses have worked to be agile and adaptive in their strategies and tactics. Businesses worked quickly to mitigate resulting factors such as closure and a rapid decline in sales. In response to this, Metro by T-Mobile was able to offer customers promotions to encourage sales. However, Covid-19 has not only affected the customer experience but also the employee experience. After conducting an interview with Hannah Shin, we were able to narrow down the three biggest struggles regarding the current employee experience at Metro by T-Mobile an owner’s perspective.

1. Communication and Management

Metro has been experiencing communication and management issues. The pandemic has caused distress for employees, especially upper management. Consequently, there has been inadequate communication and a lack of assertiveness. Currently, Metro by T-Mobile uses the messaging app GroupMe to communicate.

2. Employee Retention

Hannah Shin has expressed her struggle with employee retention throughout the pandemic. She has noted that employees will go through the onboarding process, but many eventually resign. An onboarding process is in place but extra support especially in training is not implemented for new employees.

3. Mental and Emotional Health of Employees

Due to short staffing and callouts, Hannah admits to having been using her employees as bodies in the workplace. She expresses the struggle to prioritize positive mental health and workplace wellness. Hannah offers her employees lunch and drinks to show appreciation for her employees, however, a concrete wellness program or tools are not in place to support mental and emotional health.

III. RESEARCH METHODS USED IN STUDY

Research Problem: To improve the experience of employees, increase employee retention, and motivate employees, we used a variety of quantitative research methods to determine how Covid-19 has impacted the workplace, and how we can work to fix it. This project aims to develop a detailed plan and campaign that will help improve the employee experience at Metro by T-Mobile.

A. DESCRIPTION AND RATIONALE OF RESEARCH METHODOLOGIES SELECTED TO CONDUCT THE RESEARCH STUDY

To offer Metro by T-Mobile strategies to improve the current employee experience, primary and secondary research was conducted and organized to explain the rationale and the process of such methodologies.

Primary Research



Interview with Owner and District Manager: The interview with the owner, Hannah Shin, and the district manager, Mabelyn Sosa, was done to determine the current employee experience from upper management's perspective. This also helped us learn more about the goals that they have set and plan to set.



Interview with Employee: The interview with Tony Loya, an employee at one of the Metro by T-Mobile locations, helped us get a valuable source of inside information. Our findings helped distinguish areas in need of improvement and tactics that need to be implemented to allow for a more positive work environment.



Focus Group: A focus group was conducted with eight Camas community members to get insight on what it is like to be an employee during these times, especially after the effects of Covid-19. By talking with people currently in the workplace, we gathered many new ideas as to how we can implement new strategies to improve employee experience in the Metro by T-Mobile workplace.



In-person Observations: In-person observations were conducted to see the operations of the business from an outside perspective. This helped us notice the environment of the business and the interactions between employees, management, and customers. Moreover, we were able to get insight on the work tasks, obstacles, and behaviors of Metro by T-Mobile employees.



Employee Survey: The purpose of the employee survey was to gather information regarding the experience of employees in the workplace, especially after the effects of Covid-19. It provided us with quantitative data that could lead us into coming up with strategies that would improve employee experience.



Competitor Research: Competitor research was done to determine ways in which Metro by T-Mobile's competition addresses employee experience. Research was also conducted to understand the competitive advantage and unique propositions Metro by T-Mobile has to offer prospective employees.

Secondary Research



Article Research: Article research was done to learn more about improving employee experience after the effects of Covid-19. These articles helped give us ideas as to how Metro by T-Mobile can increase employee retention and form a better workplace environment.



Online Reviews: Online reviews of a workplace, from sources such as Glassdoor, helped give us an inside view of working at Metro by T-Mobile. Things such as management and work environment can be rated on this platform, and this gave us insight into different issues of the workplace.

B. PROCESS USED TO CONDUCT SELECTED RESEARCH METHODS

Having an organized and thought-out process aids in preparedness and a successful outcome. The process used to conduct the selected research methods is shown in the table below.

Research Method	Process
Interview with District Manager Date: September 11, 2021, October 8, 2021, and October 15, 2021	<ul style="list-style-type: none"> • Contact the District Manager, owner, and employee to schedule a time • Create open-ended questions that aid in the resolution of the current employee experience within Metro by T-Mobile • Facilitate a one-on-one meeting via Zoom where we alternate asking questions and taking notes
Focus Group Date: October 14, 2021	<ul style="list-style-type: none"> • Prepare and compile introductory, exploration, and follow-up questions • Send invitations via email to Camas community members • Conduct the focus group on Zoom with 8 local community members • Ask permission to record the meeting for reflection after the focus group
In-Person Observations Date: October 15, 2021	<ul style="list-style-type: none"> • Contact the owner, Hannah Shin, to schedule a time, date, and location • Establish an understanding of the interactions between the employees and other employees, management, and customers
Employee Survey Date: October 10, 2021	<ul style="list-style-type: none"> • Brainstorm open-ended questions that answer our questions regarding employee experience • Create a 23-question survey that does not collect personal information due to the sensitive nature of the topic • The survey includes dichotomous questions, Likert scales, and open-response questions • Gather and analyze data to come up with strategies to improve employee experience

Competitor Research Date: October 10, 2021	<ul style="list-style-type: none"> • Ask Hannah Shin in the owner interview what employers she is competing with • Research other phone service plan providers such as Boost Mobile, Cricket Wireless, and T-Mobile and the incentives that these businesses offer to their employees • Compile a list of strategies the competitor is implementing
Article Research Date: September 13-17, 2021	<ul style="list-style-type: none"> • Find reliable research articles pertaining to employee experience after the emerging pandemic • Analyze and relate the data back to the problem at hand • Record data by listing details that help to summarize each article
Online Reviews Date: October 15, 2021	<ul style="list-style-type: none"> • Find a variety of reviews from Glassdoor • Organize the positive responses from the negative • Acknowledge and note any recurring themes

Timeline of Research Methods:



KEY: ○ Primary Research ○ Secondary Research

IV. FINDINGS AND CONCLUSIONS OF THE STUDY

The collected data from conducting primary and secondary research resulted in several recurring themes, findings, and conclusions regarding employee experience.

A. FINDINGS OF THE RESEARCH STUDY

Focus Group:

From the focus group, common themes of team bonding, and strong managers emerged. Participants emphasized the importance of having a good working relationship with co-workers. Many shared the significance of having “no disconnect between leadership and employees.” To the participants, a strong manager has skills of good communication, respect, flexibility, listening, and empathy. One participant, in particular, shared that managers should have a vision for where the company is headed and that they should not “just talk the talk, but walk the walk.”

Interview with Owner:

During the interview with Hannah Shin, the owner of local Metro by T-Mobile stores, we were able to get more insight about methods for improving employee experience in the workplace. A general theme throughout the interview was that employee retention is a top priority because it aids in cost reduction, training efficiency, and experienced employees. For example, finding ways to retain employees and ways to motivate them. Furthermore, Hannah Shin explained that there are specific processes that she has already implemented, such as incentivizing possible workers to go through the application process and work for a minimum of six months for a bonus.

Interview with District Manager:

From the manager interview with Mabelyn Sosa and Mikayla Requenez, we were able to understand the impacts of the workplace environment because of the pandemic from the perspective of a manager. We learned that Covid-19 has impacted customer relations. Mabelyn said that “people are meaner and more easily irritated” making it harder to delegate escalations as an employee. Additionally, the pandemic has created a shortage in supply to offer demanding customers. For employees, this means fewer sales and less commission.

Interview with Employee:

In the interview with the employee, Tony Loya, we found that many employees value the importance of team bonding activities and motivating incentives. Tony expressed the need for more in-person training and meetings to ignite social interactions that he believes have been lost in the process of overcoming the pandemic. He also stated that “having a larger payout, friendly competition, and simply being appreciated makes me want to work harder.”

In-person Observations:

When observing at a Metro by T-Mobile location we were able to note the interactions of Courtney Phanekham, a new hire, and Tony Loya, a senior mobile expert. Plexiglass dividers and an adherence to social distancing guidelines among people in the store seemed to give the employees peace of mind. Although the employees receive a thirty-minute lunch break and short breaks throughout their shift, Tony was having to step away from his allotted break to assist Courtney. It was clear to see the frustration in Tony after an interaction with a hostile customer and returning to a plate of cold food.

Employee Experience Survey:

To obtain more information about employee experience, a survey taken by currently employed people, which had 102 responses, touched on many different topics. Some included the feeling of safety within the workplace due to Covid-19, communication within the company, and workplace structure and environment. This survey used a variety of questions such as dichotomous questions, open-ended questions, and questions that involved a Likert scale to acquire helpful information. From this survey, it has been found that 36.2% of respondents agree that their biggest challenge facing them in the workplace is inadequate communication with coworkers, as shown in Figure 4.3. Lastly, when asked what their employer could do to improve employee experience, a respondent wrote that they would like to see “less focus on fear of getting COVID instead provide positive encouragement as well as health and wellness tips to keep us physically and mentally healthy”.

Figure 4.1: Zoom Meeting with District Managers

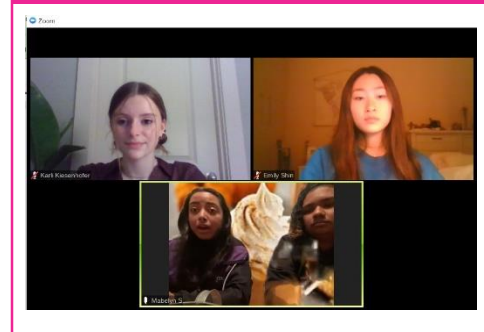
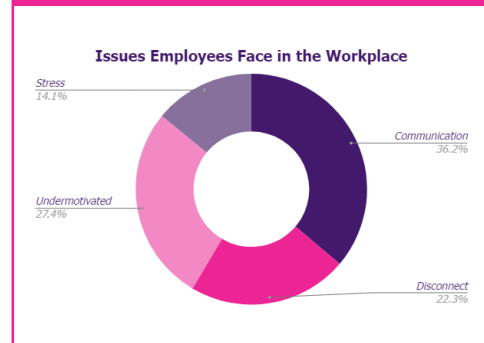


Figure 4.3: Issues Employees Face in the Workplace



Competitor Research:

Competitor research was done to look at ways Metro by T-Mobile's competition addresses employee experience. Although Amazon opens many learning opportunities for their employees, it was also described that Amazon has a "reputation of high employee burnout," as one article wrote. Similarly, Metro by T-Mobile is also having issues with employee retention. By conducting competitor research, we concluded that Amazon employees and Metro employees, alike, found a

more positive work-life balance appealing. Another competitor, Boost Mobile shown in Figure 4.5, provides similar services as T-Mobile at the same captivating prices, has had issues with employees not believing that they are receiving fair pay for the work they do. Furthermore, this research helped us find that Metro by T-Mobile could improve on incentivizing employees to get an upper hand over their competitor. Extra commission from sales and other incentivizing bonuses will display Metro by T-Mobile's strengths regarding employee earnings in comparison to Boost Mobile. Overall, given these findings and seeing the position of competition, we can also determine the strengths, weaknesses, opportunities, and threats of Metro by T-Mobile regarding the employee experience as seen in Figure 4.6.

Article Research:

After analyzing research from articles, we noted the emphasis on building a positive workplace environment. We've learned that there has been an increase in demand for work-life balance. Along with the preference for flexible work schedules, many employees advocate the need for tools that aid in success. For example, implementing a communicating platform such as Slack or GroupMe and digitizing a way to help employees work efficiently. Articles also highlighted the importance of engaging employees as it pulls in 2.5 times more revenue than competitors with low engagement levels. Lastly, a message that appeared in all the articles was that employers should offer each of their employees' recognition and a voice.

Online Reviews:

Online reviews from Glassdoor and Indeed gave us an inside view of what it is like to work at Metro by T-Mobile. From this research, we found that employees believe Metro gives them the opportunity to meet their personal goals, acquire important skills, and have a sense of purpose. However, it was also observed that Metro employees do not believe that they receive fair pay for their work, as mentioned previously. They also find that Metro does not offer enough flexibility with time or location. Employees rated Compensation/Benefits from working at Metro by T-Mobile as a 2.6 star rating out of 5. Moreover, Metro employees established that they feel as though they do not have support from their managers and there is a lack of general work-life happiness. These findings help us to develop strategies to address concerns and continuously enhance the management and operations to better the employee experience.

Figure 4.6: SWOT Analysis



Figure 4.5: Boost Mobile Team



B. CONCLUSIONS BASED ON THE FINDINGS

From the above findings, conclusions were drawn from the common themes derived. The conclusions below represent areas in which research showed opportunities for improved employee experience.

Conclusion #1: Employees need more flexibility because of current times.

Articles from our secondary research prove that employee flexibility allows for increased job satisfaction, reduced stress, and improved productivity.

Additionally, results from the employee experience survey and the focus group lead to the conclusion that communication is an integral component to workplace efficiency. Although Metro by T-Mobile has a consistent weekly schedule that is posted on the messaging app GroupMe, many employees are left with schedule requests unfulfilled due to the lack of staffing. Most employees are even under the impression that they can never truly have an off day with manager's dependence on them to cover. Not to mention, the demanding nature of the job position, requiring employees to be on the sales floor for ten hours while other jobs offer the luxury of remote or hybrid opportunities.



Conclusion #2: Employees are not equipped to handle the mental and emotional challenges that they face.

Especially in times of distress and uncertainty, employees require additional support in all areas, including mental health and wellness. The in-person observation pointed to the conclusion that customer service is draining and takes a toll on the employees of Metro by T-Mobile. From the owner interview, we were able to gather the current strategies and implemented programs, however, mental health support and best-practice customer service responses were not emphasized. A responder from the employee experience survey touched on the importance of "positive encouragement as well as health and wellness tips to keep us physically and mentally healthy." Due to the demanding nature of the job, employees should be supported with the resources they need to feel safe and healthy. Training days or seminars would also be beneficial to help employees find ways to manage the work environment.



Employees need "...positive encouragement as well as health and wellness tips to keep [them] physically and mentally healthy"

- *Anonymous focus group member*

Conclusion #3: Employees are not feeling motivated at work.

The employee experience survey, focus group, and the employee interview, all lead to the conclusion that employees are looking for work that is motivating and engaging. Having specific task incentives, group incentives, team activities outside of work, and opportunities to further the employee's learning within the company are some of the activities mentioned from a member in the focus group. Another member of the focus group outlined team game days where the employees and management team come together and are socially active. The focus group member mentioned that they often play games, hold friendly competitions, and send out fun care packages to their employees to not only show appreciation for them, but also motivate them. As the focus group members shared ways in which employees at other companies were staying motivated through the pandemic, we were able to conclude that Metro by T-Mobile has very little activities implemented in comparison. The employee interview also led us to the conclusion that employees within Metro by T-Mobile are not motivated at work.



Conclusion #4: Employees want to feel connected especially after quarantine.

Going hand in hand with employee motivation, team bonding is a very important part of improving employee experience, especially after the effects of Covid-19. Team bonding activities, such as game days, are a great way to improve the connections between employees and management. Other fun team bonding activities to get the employees together include team dinners, other outings like bowling or karaoke, and even doing things like going on hikes together can help improve the interactions between employees.

Furthermore, article research showed that it is important that employees help plan these events and get a say in what the activity is. These activities also make the workplace more casual and take the pressure away from interacting with higher levels of workplace structure. Especially after quarantine, when employees all worked from home and have very minimal interaction with one another, it is crucial that these bonding activities take place to keep the team connected.



V. PROPOSED STRATEGIC PLAN

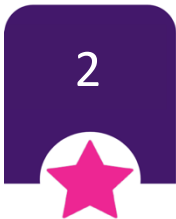
A. OBJECTIVES AND RATIONALE OF THE PROPOSED STRATEGIC PLAN

Objectives are important to provide structure and clarity for a business plan. We will utilize the objectives and rationale below to get a clear understanding of direction and execute purposeful activities.



Objective #1: Reduce employee burnout and improve flexibility.

The conclusion that employees need flexibility influenced our first objective. With their concerns and needs in mind, Metro by T-Mobile will need to address the current cycle that leads to employee burnout. The factors among these are creating an environment in which employees' flexibility is not supported because of a lack of appropriate staffing.



Objective #2: Improve employee retention.

As a result of the Covid-19 pandemic, employee retention has become a problem for Metro by T-Mobile. Inadequate staffing results in overworked upper management to cover callouts from other employees. This reduces the productivity of the management teams' actual work tasks. Which then creates scheduling errors and schedule request unfulfilled, leading to dissatisfied employees and resignations. Improving employee retention is crucial for the company because it is costly to undergo the onboarding process again and serves a negative impact on the current employees.



Objective #3: Improve workplace community and workplace bonding.

A main necessity in the workplace is a sense of belonging. The importance of bonding as a team is at new heights, especially because of the effects of the Covid-19 pandemic. Metro by T-Mobile has had issues with bringing their employees together. Therefore, improving workplace community, workplace bonding, and employees' social and emotional needs must become a priority at Metro by T-Mobile.



Objective #4: Enforce training by developing engagement and motivation.

Employees at Metro by T-Mobile have noted that they often do not feel the proactiveness to work, as they are not motivated by management in the workplace. Along with this, training, and overall engagement, is not at the level that it needs to be. This combination of things is essential for the improvement of employee experience because it provides them with the confidence to be successful within the company.

B. PROPOSED ACTIVITIES AND TIMELINES

After identifying Metro by T-Mobile’s key issues and developing specific objectives, the LINK campaign was designed. The purpose of this campaign is to better employee retention, communication, motivation, and bonding within the workplace. By executing this plan, employees will find satisfaction in their experience as an employee. We chose LINK because we know that Metro by T-Mobile strives to ensure that everyone has an affordable option to stay connected during challenging times. Similarly, we want to link the employees of Metro by T-Mobile by giving every individual the employee experience they deserve.



Launch “Ignite” training program

The first component of the LINK campaign is launching the training program “Ignite.” This monthly program, over the span of six months, will be for all employees. Upper management will work together to ignite the atmosphere to be more engaging, interactive, and fun. We will utilize ice breakers to ease the tension and awkwardness that has been built up from the many months of online training sessions. This will set the tone for the workshop, encourage employees to mingle with fellow employees, and give the employees a sense of belonging within the company. Additionally, well-prepared training materials, such as PowerPoint presentations, will be implemented to ensure that the employees are getting the meaningful information and tools they need to be successful. These presentations will be specifically tailored to the employees of Metro by T-Mobile and will include relatable examples to allow the information to be digestible and memorable. Attendance will be enforced with an attendance log which will allow management to track those who have outstanding unexcused absences and hold those individuals accountable. Along with the log, attendee feedback forms will also be utilized. This will aid in gathering ways in which we can improve Ignite and gauging the overall effectiveness of the program. The increase in product knowledge will lead to an increase in employee confidence, an increase in commission, and an improvement in mental health. Below is a table detailing the topics and facilitators that will aid in supporting the Metro by T-Mobile employees.

Month	Topics covered	Ran by
1	Selling: How to maximize your commission	Marketing Director (Angie)
2	Product Knowledge: Do you know what you are selling?	District Manager (Mabelyn)
3	Company Purpose: What is Metro by T-Mobile?	Market Director (Hannah)
4	Mental Health Awareness	District Manager (Mikayla)
5	Patience: Dealing with difficult customers	District Manager (Mabelyn)
6	Tenacity: Steps to succeed	Market Director (Hannah)



Incentivize

In efforts to retain and motivate employees, a new commission structure will be introduced. After gathering data and feedback from the employees via Google

Form, we were able to negotiate a commission structure that allows the owner to be profitable and the employees to be encouraged. The commission structure was built upon performance and the quotas that employees must meet in terms of accessories and phones as shown in Figure 5.2. A commission calculator (Figure 5.3) was designed in conjunction. The calculator allows employees to quickly input the number of transactions and activation types to immediately see the amount of commission they could make. This encourages employees to hit their quotas and set personal goals that are measurable and attainable. The calculator also helps the owner to connect with those who may require additional help and recognize those who are doing exceptional work.

Figure 5.2: Commission Calculator

Accessories	
Total Sales	Percentage
\$0-\$499.99	5%
\$500-\$1499.99	10%
\$1,500-\$1,999.99	15%
\$2,000-\$2999.99	20%
\$3,000-Above	25%

Phones	
1 box	\$3

Figure 5.3: Commission Calculator

Commission Calculator		
Phones	Quantity	Commission
\$2.00	100	\$200.00
Accessories	Total Sales	Commission
%	\$1,300	\$130.00
	Total Commission	\$330.00



New Year in Las Vegas

The third component of the LINK campaign is the implementation of New Year in Las Vegas, an opportunity for Metro by T-Mobile employees to compete for a paid vacation. After deliberating ideas to develop employee motivation with the owner and management team, we were able to compile a list of strategies. The strategies were communicated to the employees via Google Form. Each employee was given the chance to give their feedback and express their opinions. Of the 62 respondents,

49 employees chose a trip to Las Vegas, proving to be the most popular choice. From there, we worked closely with the owner to devise the logistics and costs of the trip. The competition will be based on a point system that evaluates employee performance. Employees will earn points for selling services and accessories, attending the Ignite training, and being active on GroupMe. However, callouts and misconducts will lead to a deduction of points. Employees at Metro by T-Mobile have been facing issues with flexibility and work-life balance because of the constant need to cover for shifts for employees who call out of work. This competition will encourage those employees who do not show up to work and help the upper management to identify individuals who need to be held accountable.

On December 31, 2021, the employee with the most accumulated points will receive a three-day paid vacation in Las Vegas in the New Year of 2022. The employee with the second highest number of points will receive a brand-new phone of their choice and the employee with the third highest number of points will receive a \$125 gift card.

Figure 5.4: Las Vegas Contest Tracker

Employee	Phones	Accessories	Engagement	Call-out
Alanis	190	63	0	-2
Angel	166	46	1	-
Ashley	125	64	1	-4
Courtney	103	20	1	-
Denise	116	14	0	-
Elizabeth	160	41	1	-

Throughout the duration of the competition, we will create several posts to upload to the Metro by T-Mobile GroupMe chat. The first post will introduce and explain the competition in detail. The following posts will be weekly updates of the leaderboard which will generate excitement, friendly competition, motivation, and engagement. The owner and management team will utilize the tool we developed to track the progress of the contest. The Las Vegas Contest Tracker (Figure 5.4) organizes the data of points earned and deducted for each Metro by T-Mobile employee and the total points on the far right.

The New Year in Las Vegas competition is a way to maintain forward momentum and encourage employees to finish the year off strong, despite the multitude of obstacles they faced throughout unprecedented times. We wanted to acknowledge the team’s hard work by commending and celebrating their efforts and perseverance.



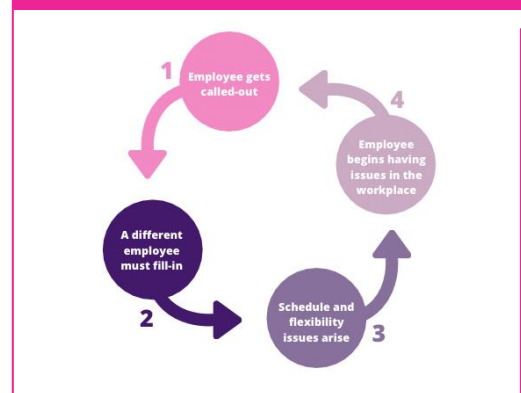
Know employee need

The final component of the LINK campaign is making sure that Metro by-Mobile, specifically the higher-level management within the company, knows what the needs of employees are. This will ensure that management focuses on gathering

information to hear and understand their employees’ opinions, ideas, and needs throughout the LINK campaign. It is vital that employees feel that they are heard and valued. Surveys, one-on-one conversations, open discussions, and other methods will be used to give employees opportunities to openly share their needs, wants, and goals. Employees should also feel as though they are not scrutinized for speaking their minds, and the strategies of communication will make certain that this is not an issue. However, we must also make sure that employees are coming in with ideas for solutions for problems, not just complaining. There will be ground rules set in place by management to decrease the risk of this. With this, management can incentivize employees who bring proposed solutions to existing problems. Furthermore, with this step of the campaign, we will discuss the importance of open conversation between different levels of workplace structure with members of higher-level management and the owner, Hannah Shin. Another important aspect is the focus on solution-based problem solving, as it is critical for the team to focus on solutions rather than putting too much energy into the problems.

Moreover, we will instill the idea that “respect goes both ways,” meaning that employees should respect managers, but managers should also have great levels of respect for employees. We will emphasize that especially right now, with Covid-19, it is crucial that managers check in on their employees’ well-being, both physical and mental. Surveys will be used to determine the improvement of management in reference to their ability to check in on their employees and know their needs. Employee check-ins will also be done to gain more awareness about the employee’s physical health, mental health, as well as thoughts about work,

Figure 5.5: Employee Burnout Cycle



and personal goals. These efforts work to foster a positive work environment, improving workplace community and bonding. Overall, the Know Employee Needs campaign will ensure that employee burnout is reduced, and the needs of employees are heard and accounted for.

“The most important thing is that employees feel as though they can stay connected”

- *Anonymous focus group member*

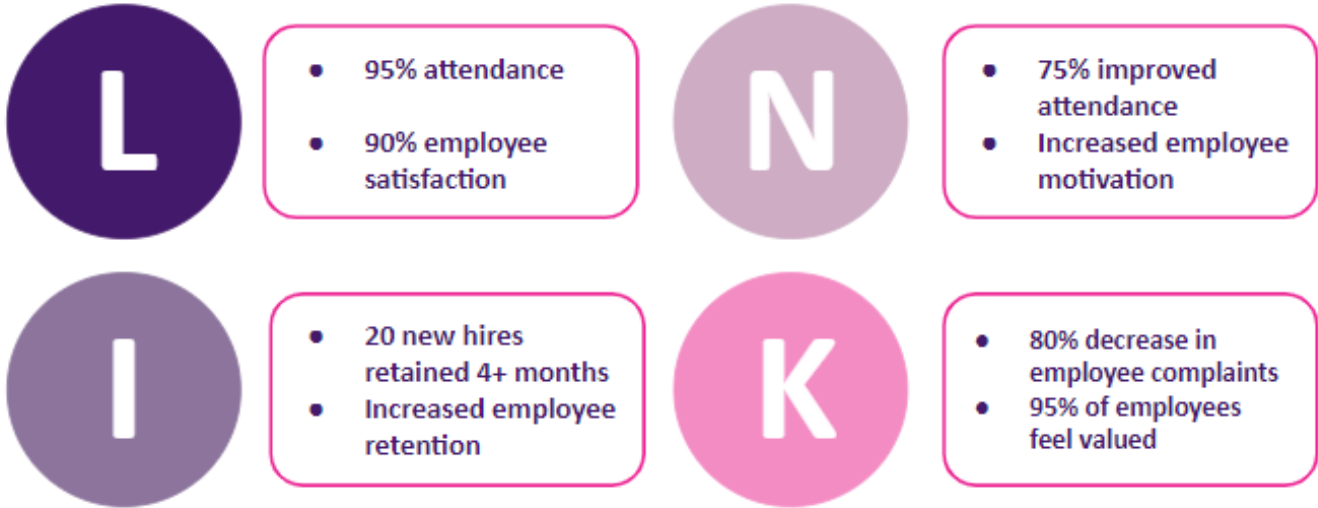


Timeline of Proposed Activities from November 2021 to April 2022

	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.
L	<ul style="list-style-type: none"> - Work with the owner - Continue developing the training plan 	<ul style="list-style-type: none"> - Conduct Ignite employee training 	<ul style="list-style-type: none"> - Monitor the progress of employees 	<ul style="list-style-type: none"> - Conduct employee retraining on any subject areas if necessary 	<ul style="list-style-type: none"> - Alter the plan of action if need 	<ul style="list-style-type: none"> - Analyze employee feedback - Make change
I	<ul style="list-style-type: none"> - Openly discuss the expectations from employees with the team 	<ul style="list-style-type: none"> - Develop incentivization methods, motivation tactics, and engagement strategies 	<ul style="list-style-type: none"> - Launch these new plans 	<ul style="list-style-type: none"> - Monitor the effectiveness of the plans - Gather employee feedback 	<ul style="list-style-type: none"> - Continue instilling the plans to keep employees - Working to gain employees 	<ul style="list-style-type: none"> - Analyze results - Alter plans if need be
N	<ul style="list-style-type: none"> - Begin planning employee team bonding activities 	<ul style="list-style-type: none"> - Hold some activities that were planned 	<ul style="list-style-type: none"> - Plan more activities based on employee preferences 	<ul style="list-style-type: none"> - Hold these activities - Add more casual methods to the workplace itself 	<ul style="list-style-type: none"> - Monitor the effectiveness of the in-workplace engagement tools, as well as outside activities 	<ul style="list-style-type: none"> - Analyze employee feedback - Adapt to continue
K	<ul style="list-style-type: none"> - Start by giving a survey for employees to freely share their thoughts 	<ul style="list-style-type: none"> - Utilize the responses to develop better ways to communicate 	<ul style="list-style-type: none"> - Request feedback regularly - Make sure employees know that they are heard 	<ul style="list-style-type: none"> - Utilize activities and team bonding to know the needs of employees 	<ul style="list-style-type: none"> - Employee check-ins 	<ul style="list-style-type: none"> - Analyze feedback from employees - Make necessary changes to tactics

C. PROPOSED METRICS OR KEY PERFORMANCE INDICATORS TO MEASURE PLAN EFFECTIVENESS

To measure the success and impact of the LINK campaign, different qualitative and quantitative measurements will be used. As listed below, these indicators will act as ways to determine how effective the campaign is.



VI. PROPOSED BUDGET

Metro by T-Mobile’s income statements and cash flow from the 2021 fiscal year helped us determine a sensible budget for the LINK campaign. The financial statements led to the creation of the chart below, which outlines the proposed budget for the LINK campaign. For each component of the campaign, the expense and cost are detailed. In addition, recurring expenses are categorized as monthly or annual expenses.

	Item	One Time Expense	Recurring Cost	Times in a Year	Total
Launch “Ignite” Training Program	Target Market Analysis		\$2,000	1	\$2,000
	Meeting Expenses Per Meeting		\$100	12	\$1,200
	Presentation Technology	\$500			\$500
	Mini Competition Prizes Per Meeting		\$30	12	\$360
Incentivize	Commission		\$20,000	12	\$240,000
	Microsoft 365 Subscription		\$100	1	\$100
New Year in Las Vegas	Flight Tickets	\$200			\$200
	Hotel Expenses	\$500			\$500

Know Employee Needs	Allowance	\$300			\$300
	2nd Place Prize (phone)	\$0			\$0
	3rd Place Prize (gift card)	\$125			\$125
	Technology (survey tools)		\$30	12	\$360
	Meeting Expenses		\$40	12	\$480
Total Expenses for One Year					\$246,125

“Incentivize” Cost Breakdown:

(60 employees x \$333 commission) = \$20,000 total commission → (\$20,000 x 12 months) = \$240,000

Figure 6.1: LINK Campaign Costs Per Activity

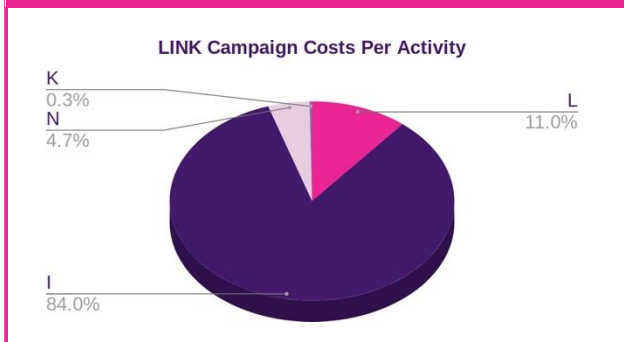
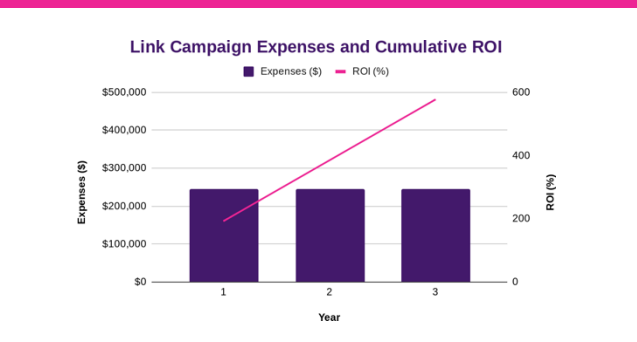


Figure 6.2: Expenses and ROI Graph



According to Metro by T-Mobile’s financial report, total annual revenue was \$11,893,820. The investment needed for the LINK campaign will be \$246,125 in the first year or roughly 2% of the annual revenue. This budget is conservative and reasonable regarding the revenue made. As shown in Figure 6.1, different parts of the campaign will require more funding. Furthermore, some expenses are recurring whereas others are one-time expenses. In Figure 6.2 the return on investment over the next three years is outlined. It displays the annual cost, \$246,125, as well as the return on investment, which reaches heights well above 100% return. This ROI will be further explained below, in more qualitative aspects.

Return on Investment

The activities in the LINK campaign have different impacts, but in the end will all benefit the improvement of employee experience at Metro by T-Mobile. Due to all the following benefits, Metro by T-Mobile predicts to have an ROI of over 100% over the next three years.

Launch "Ignite" Training Program: The training program will provide employees with the skills they need to succeed. It will give employees a newfound level of confidence when facing challenges within the workplace. **An increase in employee knowledge and performance will lead to an increase in sales, commission, employee retention, and employee flexibility**

Incentivize: Metro by T-Mobile's new commission structure is highly competitive compared to competing wireless service providers, such as Boost Mobile. A \$20,000 monthly budget is sensible in relation to the 60 employees within Metro by T-Mobile that are being paid approximately \$333 every month in commission. **This competitive advantage and high payout will not only attract prospective employees but also work to retain current employees through monetary incentives saving Metro by T-Mobile \$1,000 for every employee retained.**

New Year in Las Vegas: The Las Vegas competition is an opportunity for employees to work with a purpose and allows upper management to hold employees accountable, improving performance. **Employees will be encouraged to finish the year off strong, especially in the busy months of Black Friday and Christmas where employee performance is essentially to revenue.**

Know Employee Needs: Promoting open discussions and truly knowing employee needs will lead to an **increase in workplace productivity, a decrease in employee burnout, and an improvement in employee experience and retention.**

The way employers treat their employees during the Covid-19 pandemic will impact employee loyalty, motivation, retention, and the overall employee experience. The time is now to support and encourage employees to stay positive in a world of uncertainty. With the implementation of the LINK campaign, the employees of Metro by T-Mobile will be sure to have the employee experience that they deserve.



Thank you to all of the employees of Metro by T-Mobile, and thank you for your consideration of the LINK Campaign.

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