

# Fantastic Hardware

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November 21, 2014

IST 301

Organization of the Future

## Table of Contents

1 Introduction.....	1
2 Mission.....	1
2.1 Mission Statement.....	1
2.2 Mission Description .....	1
3 Technology .....	2
4 Structure.....	2
4.1 Finance.....	2
4.2 Information .....	2
4.3 Operations .....	3
4.4 Marketing.....	3
4.5 Management Workplace .....	3
4.6 Store-Level Workplace .....	4
5 Control Systems .....	4
5.1 Customer Experience .....	4
5.2 Customer Satisfaction .....	5
5.3 Financial Performance .....	5
5.4 Customer Growth.....	6
6 Culture .....	7
6.1 Fantastic Four Fundamentals .....	7
6.2 Workplace Environment .....	7
6.3 Information Flow .....	8
6.4 Socialization.....	8
7 Strategic Fit.....	9
8 Conclusion .....	9

## 1 Introduction

The purpose of this report is to describe an organization in the year 2024. The organization we created is Fantastic Hardware, a regional hardware store servicing the state of California. This report will discuss how the organization's structure, control systems, and culture coalesce to produce a strategic fit within the home improvement industry.

## 2 Mission

### 2.1 Mission Statement

*Our goal as the premier home improvement resource is to empower our customers, no matter who they are, to create a home experience that matches their desires. To facilitate this, we embrace customer-centric practices enhanced by technology and supported by experts in home improvement.*

### 2.2 Mission Description

Home improvement should not be hard. Home improvement should evolve with customer preference and technological advancements. We at Fantastic Hardware embrace the future, and are always spanning the boundaries of the current state of home improvement stores. The cutting edge of customer-centric and technology-enabled solutions is where we live. Our focus is our customers; although technology is at the heart of what we do, it will never supersede our customer-oriented practices.

Our philosophy on technology is that it should never be a negative impact to our customer experience online, in the stores, or anywhere our products may be located. In order to ensure this, we utilize extensive research and analytic methods to understand our customers' feelings on our services. This research is done before we roll out any new practices.

No matter the channel of interaction, we recognize that each customer has their own set of goals that they wish to accomplish within the home improvement realm. In our stores, we strike a balance between customization and simplicity. Novices, tinkerers, handymen, apprentices, and professionals will all experience our store in a unique way that caters to their needs. Customers can seamlessly transition to our online store from any place in the world. A sophisticated personal profile will store your purchases, favorite paint colors, sizes of furniture in your home, and more-- all to make your future decision-making regarding purchases much easier. This profile is accessible online or in the store.

In 2014, maker culture was not much more than an idea with a minor movement. Now, it is a way of life. Our customers expect do-it-yourself projects to be simple yet tailored to their needs, and we provide the expert advisors to ensure that customer projects will be successful. Our customers can receive as much or as little help as they want from our advisors. Want to create a novel product not found anywhere else other than your creative mind? Use our advisors to help you 3D print the newest addition to your home.

The customer-centric mindset that Fantastic Hardware embraces is a large part of making the customer experience the best it can be—but it is not the only important factor. Another essential part of the customer experience is offering materials and products that have unparalleled quality. Even the most economical products we provide still retain an incredible amount of quality, especially compared to our competitors.

Combining our permeating customer focus with our high-quality products, we ensure that the customer experience is superior at every point in the customer's journey: before the purchase, during the online or store visit, and after the purchase. Our trusted subject matter experts are available at any stage of a customer's journey, and support all levels of home improvement expertise.

### **3 Technology**

In order to accomplish the various goals defined in the aforementioned mission statement, both technology and the people who use it must be a focus. By integrating technology into the very fabric of our store, we hope to make the entire customer experience simple, intuitive, and consistent. Some of our major plans for this new mindset include subject matter experts in each store to help customers with your problem, whenever you need help. Other areas of focus for us will be continuity between our virtual and retail stores, a recommender system based on a personal profile, and modern technologies placed strategically throughout the store.

As mobile computing continues to expand, modern companies must begin to focus first on mobile. We plan on developing mobile applications that make the transition from the virtual marketplace to the physical marketplace as seamless as possible. In the store, our employees will be armed with smart devices that can easily access the virtual shopping cart of a customer when they enter the store. Armed with this information they will be able to know exactly what products a customer has previously bought, and is considering buying. This will help them provide more in depth help to consumers and expedite the process of going to the store. Additionally, this system will allow customers to use their own devices that they are comfortable with and use on a daily basis.

Another technology we plan to implement is beacons. Beacons will provide location based information to consumers to help enhance their experience. For example, a customer will be able to use a technology like near-field communications (NFC) to easily access the webpage of a product and see reviews of it instantly, on their own familiar device. Other implementations of this could be located at the checkout, or other places in the store where the customer needs to send or receive information. For example, as a customer approaches the checkout, they may be prompted to open up our mobile application, or a virtual payment method. This will make the checkout process faster and increase the efficiency of our checkouts.

With all of these new technologies available we must also ensure we are catering to the customers themselves, not just their digital selves. We will still offer the same services as a traditional store and make technology an optional enhancement for those interested, not a tedious turnstile that everyone must pass through. This will ensure that commercial customers can still operate efficiently, and less educated consumers can get the information and help they need when using our store.

### **4 Structure**

Our organization is split up into five distinct branches: Finance, Information, Operations, Marketing, and Human Resources. The branches are structured in a hierarchical manner, and they will collaborate with each other to form interdepartmental teams when necessary (See Appendix A).

#### **4.1 Finance**

Our Finance branch is headed by the CFO, who reports directly to the CEO. The CFO is responsible for the company's current financial condition. Beneath the CFO lies both the Treasurer and Controller. The Treasurer is the manager for our financial analysts, and the Controller is the manager for the company's accountants.

#### **4.2 Information**

Our Information branch is headed by the CIO, who reports directly to the CEO. The CIO is responsible for the company's current data condition. Beneath the CIO lies the CISO. The CISO is responsible for the integrity and security of all of the company's processes. The CISO is the head of the Forensics and Data Security Team. Both the CIO and CISO have influence over the Technical Operations Manager.

Also beneath the CIO lies the Customer Research and Analytics Team. This team is responsible for knowledge discovery through data mining. For example, this team is responsible for developing algorithms that drive our product recommender system. The team is located below the CIO because they rely heavily upon data to fuel their research. The Customer Research and Analytics Team then passes along their findings to the Technical Operations Team for implementation into the stores.

#### **4.3 Operations**

The Operations branch is headed by the COO, who reports directly to the CEO. Beneath the COO lies the Technical Operations Manager. The Technical Operations Manager is responsible for running the Technical Operations Team, who is responsible for integrating and providing support for technologies implemented within each store. Technical Operations is located below the COO so that the he or she can ensure that IT creates a competitive advantage for store operations.

Also beneath the COO lies the Store Operations Manager. The Store Operations Manager is responsible for ensuring that all Store Managers have the resources necessary in order to operate under the conditions set forth by the COO. Similarly, the Warehouse Manager also resides under the COO. The Warehouse Manager is responsible for the overall operation of the supply depot, which houses all of the products that are scheduled for delivery to each individual store. The Warehouse Manager ensures all deliveries contain the correct supplies and that each delivery is made on time in order to ensure that stores continue operating.

#### **4.4 Marketing**

The Marketing branch is headed by the CMO, who reports directly to the CEO. Beneath the CMO lies the Advertising and PR Manager. The Advertising and PR Manager is responsible for the company's branding, media relations, and promotions. Also beneath the CMO resides the Market Research and Analytics Manager, who manages the Market Research and Analytics Team. The Market Research and Analytics Team is responsible for finding opportunities to capture more market share in the home improvement business.

#### **4.5 Management Workplace**

The management team at Fantastic Hardware is a distributed team across the city of San Francisco. Since Fantastic Hardware currently only has ten stores, it is not necessary to have a fixed corporate office. Rather than spending an exorbitant amount of money on office space that the company would own, the management team at Fantastic Hardware work at various coworking spaces throughout the city.

Coworking spaces allow the management team to work in a non-competitive environment while still functioning at a high capacity. By working amongst other professionals in other industries, the management at Fantastic Hardware can work in a collaborative environment without facing competition from colleagues. The company pays for a fixed desk at a coworking space of the employee's choosing and provides a company-owned laptop for work purposes only.

While the team spends most weekdays distributed across the city at coworking spaces, they meet once a week at the Bay Area warehouse to meet in-person and make decisions that significantly affect the future of the company. The Bay Area warehouse meetings allow the management to resolve issues that cannot be solved via e-mail or phone. In addition, the team has the opportunity to work next to operations staff not directly involved with the management of the company and its decision-making processes.

A key issue with the company's management spread across the city at coworking spaces is the potential for lack of motivation. While the management will be working at various coworking spaces, the

environment of a coworking space is learning-oriented and encourages employees to gather input from other coworking space residents for motivation.

Another concern with coworking is the inability to meet in person. While the management team does meet once every week at the Bay Area warehouse, there are certain conversations that cannot be held on the Internet. This may seem detrimental to interdepartmental communications, but it drastically increases efficiency. By making employees send an e-mail or request a conference call, they are more likely to only ask bigger-picture questions while answering smaller questions on their own.

#### **4.6 Store-Level Workplace**

As with all brick-and-mortar stores, having employees staffing the stores is crucial to fulfill Fantastic Hardware's mission. By working in the stores, the subject matter experts are able to provide clients with the expertise and knowledge they need to purchase and implement their products. Each store manager reports to the store operations manager, who acts as the intermediary between employees in the stores and management who mostly work remotely.

A significant issue with having the company's management team in a distributed environment is that individual store managers have a limited view into how the company is operated. This information is communicated by the company's store operations manager to each store manager. The store managers are to implement any directives mandated by the store operations manager.

## **5 Control Systems**

### **5.1 Customer Experience**

Fantastic Hardware's approach to the overall customer experience places a larger emphasis on technology than other hardware stores. While hardware itself is not completely digital, there is no reason that digital aids cannot be used to enhance the overall customer experience. Through the use of beacons, near field communication (NFC) and continuity between mobile and stationary computing devices, customers can have an in-store experience tailored to their needs and preferences.

In order to help customers find their desired products and to enable self-driven product interactions, beacons are strategically placed within Fantastic Hardware stores. These beacons allow the Fantastic Hardware app on customers' phones to display relevant information based on their current location within the store. In addition, these beacons allow customers to automatically pay for items using NFC-enabled protocols such as Apple Pay without needing to interact with cashiers unless a problem is found with the customers' payment methods (See Appendix B).

As many customers use multiple computing devices from the time they find their nearest Fantastic Hardware store to the time they purchase their products, we have developed technologies that allow customers to seamlessly transition between devices. By doing so, information such as favorite stores, shopping lists and saved paint chips are stored in the cloud and are available from anywhere.

The better prepared each Fantastic Hardware store is for innovation in technology, the better the experience will be for customers. Thus, the Customer Research and Analytics team, guided by the Chief Information Officer, will develop quantifiable metrics that can track how well each Fantastic Hardware store is using the above technologies to accomplish its mission of embracing customer-centric practices enhanced by technology. These metrics will be a part of the FPSP calculation for each employee on a store-by-store basis.

## 5.2 Customer Satisfaction

Customer satisfaction is another component affecting the profit sharing program. Customer satisfaction is measured on a store-by-store basis, resulting in an overall Composite Satisfaction Score (CSAT) for each store, as well as a Customer Effort Score (CES). Both scores are calculated by averaging each customer review, and results in a number ranging from 0 - 100 in order to adequately evaluate the performance of each individual store. The CSAT evaluates the overall customer satisfaction, while the CES determines how much effort a customer has to personally put into their shopping experience. The CSAT is desired to be above 80, while the CES is desired to be below 40.

Upon completing a transaction in-store, customers receive a prompt on their mobile device from the Fantastic Hardware app asking them to rate their experience shopping with us. This brief survey consists of five questions and gives the customer a chance to rate the store's performance in various categories ranging from store cleanliness to employee courtesy on a scale of 1 to 5. After responding to the five questions, the customer then has the option to write a brief personal message to the store manager in order to adequately explain an experience that they had while shopping in the store. Upon completing the survey, the customer is then entered into a drawing in which they have an opportunity to receive a Fantastic Hardware gift card valued at \$50.

Ratings less than desirable (less than a 3 / 5 for CSAT related questions and above a 3 / 5 for CES related questions) are immediately reported to the store manager and / or QA staff in order to be dealt with as soon as possible to ensure that the customer's situation is resolved in a swift manner as well as to ensure the problem does not recur. All responses received through these surveys are compiled and analyzed by the Customer Research and Analytics Team in order to quickly and effectively discover patterns that may be occurring across all stores. If there are any unanticipated problems produced by our use of technology in-store that are creating a poor customer experience, the Customer Research and Analytics Team will be able to discover the source of the problems immediately and act accordingly. The CES results will allow our operations team to remove any and all obstacles that may be impeding on the simple and satisfying experience we wish to promote within our stores.

Including customer satisfaction as a component affecting the profit sharing program will motivate all store employees to care about the overall appearance and operation of the store. Lower level employees will always go the extra step in helping the customer to ensure complete customer satisfaction throughout their entire shopping experience. In order to lower the overall store CES, employees will always offer to help customers who seem to be lost. Employees will realize that they do not need to push for a sale, and will instead focus on building relationships with customers in order to provide what we refer to as a fantastic shopping experience.

## 5.3 Financial Performance

Although at the heart of our business is our customers, we still owe it to our stakeholders to be as profitable as we can be. At Fantastic Hardware, we sell a variety of products with varying pricing models. However, evaluating financial performance can be measured using the gross margin on each product. The definition of gross margin is:

$$\text{Gross Margin (\%)} = \frac{\text{Revenue} - \text{Cost of Goods Sold}}{\text{Revenue}}$$

The definition above implies usage for a stream of revenues and costs; however, we would calculate this at a product level. From here, each product would have an individual gross margin that would describe

how that product would contribute to our profits. Of course, this number would not factor in other administrative and operating costs, but it is at least a decent approximation.

One might ask why we do not use the actual dollar value of the margin; the reason that this metric is not informative is because it is not normalized with respect to revenues. For example, a \$100,000 product that costs \$99,000 may yield an actual margin of \$1,000 (which is fairly large in this example), but it is not necessarily a great gross margin (1%). The level of effort to sell a \$100,000 product for a small gross margin substantially outweighs the equivalent level of effort to sell cheaper products with a larger gross margin.

From here, we can introduce another incentive that is based on the gross margin of products sold by a store. The intuition of this incentive is that if employees are selling the products with the highest gross margin, then we will see an increase in our profits downstream, which is desirable. Store managers will be equipped with a list of products we provide and their associated gross margins. Employees will be incentivized to sell these products in order to earn the financial performance incentive as part of the profit sharing program. Store managers can review a gross margin report to determine their specific store's financial performance; a preview of this report can be seen in Appendix C.

Speaking more in-depth about the financial performance incentive, every product has a different gross margin, and the priciest products may not be the ones with the best gross margin. The table above shows an example of the list a manager would be provided with, and how the gross margins compare. From this, the products with the highest gross margins should be the ones sold most frequently. Store managers can work creatively with the other employees in the store to create promotions that target these products.

#### **5.4 Customer Growth**

Another crucial part of the FPSP is the growth of a customer base. Customer growth is measured on a store-by-store basis and will be relative to each store's own performance. Total customers at the checkout, as well as their average number of items bought and money spent are all tracked. At the end of each month, each store is evaluated relative to its past performance; a Customer Growth Score or CGS represents this measurement (See Appendix D). The CGS ranges from 0 to 100 and is determined based on growth from month to month and from year to year. A score of 100 represents exponential growth and 0 represents exponential decline. A score of 50 represents stagnation, so stores should aim to be above the 50-point mark on any given month. The Store Operations Manager, who is located directly above the individual store managers, creates the score. He or she will be able to confer with them before assigning final numbers. All measurements are relative due to the fact that some stores will have inherently higher numbers due to geographic and socioeconomic reasons. We also realize that some times of the year are more lucrative than others, so the goal of the customer growth measurement is to promote long term growth, rather than temporary increases in numbers.

Over time, stores will be expected to grow their customer base, and stores that are able to do this will benefit in the FPSP. On average, stores will be expected to grow between 5 and 10 percent annually. In terms of CGS, this growth will be reflected relative to past scores so a store that achieves the same score each month may still exhibit growth. In time some stores will reach a carrying capacity where growth is no longer feasible due to physical constraints of the building and staff, at this point we will focus on maintaining the current customer base. The CGS scores of stores in this phase will be adjusted accordingly in a way deemed fair by the Store Operations Manager as to not put them at a disadvantage in the FPSP.

The goal of customer growth measurement is to promote the growth of our business and reward stores that go above and beyond. Customers are likely to return to a store more often if they enjoy the experience and find the store enjoyable. By combining this metric with customer experience, satisfaction and financial success, we aim to provide a unified goal for the company and its employees. By increasing this area of congruence we hope that employees will stay with the company, have incentive to perform their duties reliably and continue to evolve and grow. Customer growth is one of the several metrics stressed at Fantastic Hardware and aims to promote business and employee cooperation.

## 6 Culture

### 6.1 Fantastic Four Fundamentals

Fantastic Hardware subscribes to four basic tenets that we believe each of our employees must exhibit to deliver the best service. In essence, employees *work hard* while providing *customer-oriented* service in a *fun, team* environment.

To start, all employees shall *work hard* at Fantastic Hardware. We have the mindset that all work we do must be of the highest quality, or else we will not retain or grow our customer base. It is no longer exclusively about quality or price, our customers are expecting both elements. In order to achieve excellence in both, we must be working harder and smarter to deliver quality service and a reasonable price. *Being customer-oriented* is another essential component to the workflow of all Fantastic Hardware employees. At the heart of what we do is helping people achieve their home improvement goals-- and that is the principle we always keep in mind. We put more weight on a lasting relationship with our customers rather than thinking about them as individual sales. So, instead of selling a product just to make a profit, we sell items that help customers achieve their goals so that they know that is our purpose. At every step of the customer experience, we encourage the employee to tie back their recommendations to the customer's end goals.

Next, always having a *team* outlook is key to Fantastic Hardware's culture and operations. Though some of our control systems are based on customer feedback or profits, these are at a store-level. Being a team player is a principle that permeates everything we do. In order to serve the customers best, all must function as a team. On the same vein, to satisfy the control systems we have set forth, the employees must act as a team (the whole store) to do their best. Finally, *having fun* is critical to both the customer and employee experience. Although being customer-oriented is at the heart of everything we do, the employee's experience is vital too because they are directly interacting with the customers. Our employees must exude positivity not only for their own well-being, but also so the customer feels confident that the associate helping them is happy with the company.

### 6.2 Workplace Environment

In order for our employees to best adhere to the Fantastic Four Fundamentals and other instrumental values we set forth, we believe that it is of utmost importance for our employees to feel comfortable in what they are wearing while at work. We promote the wearing of clothing that our employees can be most productive in, while at the same time not be distracting to colleagues. Dress code may vary on occasion, such as when meeting with clients or business partners, upon which dress code may be modified to adhere to that of either business casual or business professional.

Whenever an employee is on the sales floor, they must be sporting the official Fantastic Hardware vest at all times. What is worn beneath the vest is up to the employee's discretion, however we do require that sleeves be worn constantly. Employees shall also be wearing either jeans or slacks; shorts are not allowed. Finally, open-toe shoes are not permitted to be worn. We advocate a uniform for our sales representatives to wear that is both comfortable for our employees as well as welcoming to our customers.

In order to enable our sales representatives to continue providing an excellent customer experience throughout the workday, we believe it is important for employee break rooms to be accessible and comfortable for all employees. All break rooms are fitted with a few kitchen appliances including refrigerators and microwaves for employees to use as they please. Couches and televisions are also present for our employees so that they may focus their breaks on refueling and relaxing before going back out onto the sales floor.

### **6.3 Information Flow**

In order for Fantastic Hardware to operate properly, information needs to flow throughout the organization in a logical and consistent way. For this to happen, it is important that the employees of Fantastic Hardware feel that they are able to communicate with each other regardless of position and are comfortable doing so. Included in this flow of information will be both online communication and face-to-face interaction, each of which will be handled in a different way.

Online communication will be carried out mostly by email because it is easily accessible and can be used for communication with those inside and outside the organization. We believe that email will still be a relevant technology due to the widespread use it since the dawn of the information age. All email will feature a salutation of some kind, a signature, and proper grammar and spelling. By requiring these elements, emails will stay professional and keep written information organized. Also, it will make it possible for employees to talk to anyone in the organization, regardless of physical location or position within the company. In addition to email, more casual forms of communication will be used within each store for quicker communication. Instant messaging software will be available on company devices and allow employees to communicate with anyone in the store quickly and easily. This will help keep employees on the same page throughout the work day and encourage cooperation between them.

For face-to-face encounters, Fantastic Hardware hopes to promote a friendly, collaborative environment. Within each store, the opinion of all employees will be valued and they will communicate largely as equals, unless a situation demands more structure (like a meeting, or emergency). Employees will be able to talk directly to anyone they need to in order to help a customer's needs, which will help to promote a community like feel. By doing this, we hope to create an atmosphere where employees see each other as equals and respect each other accordingly. By supporting this type of environment, we hope to let the workers focus on their jobs and let their personal relationships with their coworkers enhance their work, not inhibit it.

In general, we hope to provide a comfortable place for our employees, so that they can help the customers and make them feel relaxed throughout their time in the store. Information will need to flow from management to the workers below them, and can be done using more formal electronic means. Also, any messages that need to be transmitted between workers from within the store can be sent quickly digitally, or relayed in person. The goal of these types of communication is to allow for communication that makes the store run more smoothly and does not serve as a bottleneck.

### **6.4 Socialization**

An introduction to Fantastic Hardware's culture occurs before an employee is even hired: the process of socialization starts during the pre-arrival stage. During this stage, in which recruitment and interviews take place, prospective employees learn the Fantastic Hardware culture through the information flow as it pertains to hiring as well as the methods of evaluation used to assess whether or not the individual's values aligns with our core values.

Fantastic Hardware's methods of prospective employee evaluation are different than those used in 2014. Rather than evaluate a prospective employee from his or her background initially, Fantastic Hardware

first assesses a prospective employee's responses to various case-based scenarios where he or she is in a group of current employees. If a candidate meets the minimum criteria for demonstrating the ability to learn the Fantastic Four Fundamentals and perform dependably, he or she then goes through the relevant background checks. However, the candidate's performance is used in determining if he or she is granted a job offer. By doing so, we remain as unbiased as possible in determining a candidate's fit within our company in order to act socially responsible.

After the hiring process is complete, employees learn the finer points of Fantastic Hardware's culture that may not have been readily apparent. Fantastic Hardware employees learn the culture through a hybrid of individual and institutionalized orientation tactics, which new employees learn through group orientation programs led by a senior employee. While all employees are to be driven by the Fantastic Four Fundamentals, they are also encouraged to develop their own responses to various situations as long as they are simultaneously customer-oriented, working hard, being team members and are having fun.

Through learning the cultural norms at Fantastic Hardware, employees' cultural intelligence as it relates to the organization will only increase. Cultural intelligence at Fantastic Hardware is extremely important as it is essential in order to work as a team, which is one of the Fantastic Four Fundamentals. By employees increasing their cultural intelligence at Fantastic Hardware, they will continue to advance Fantastic Hardware's mission by serving customers well.

## **7 Strategic Fit**

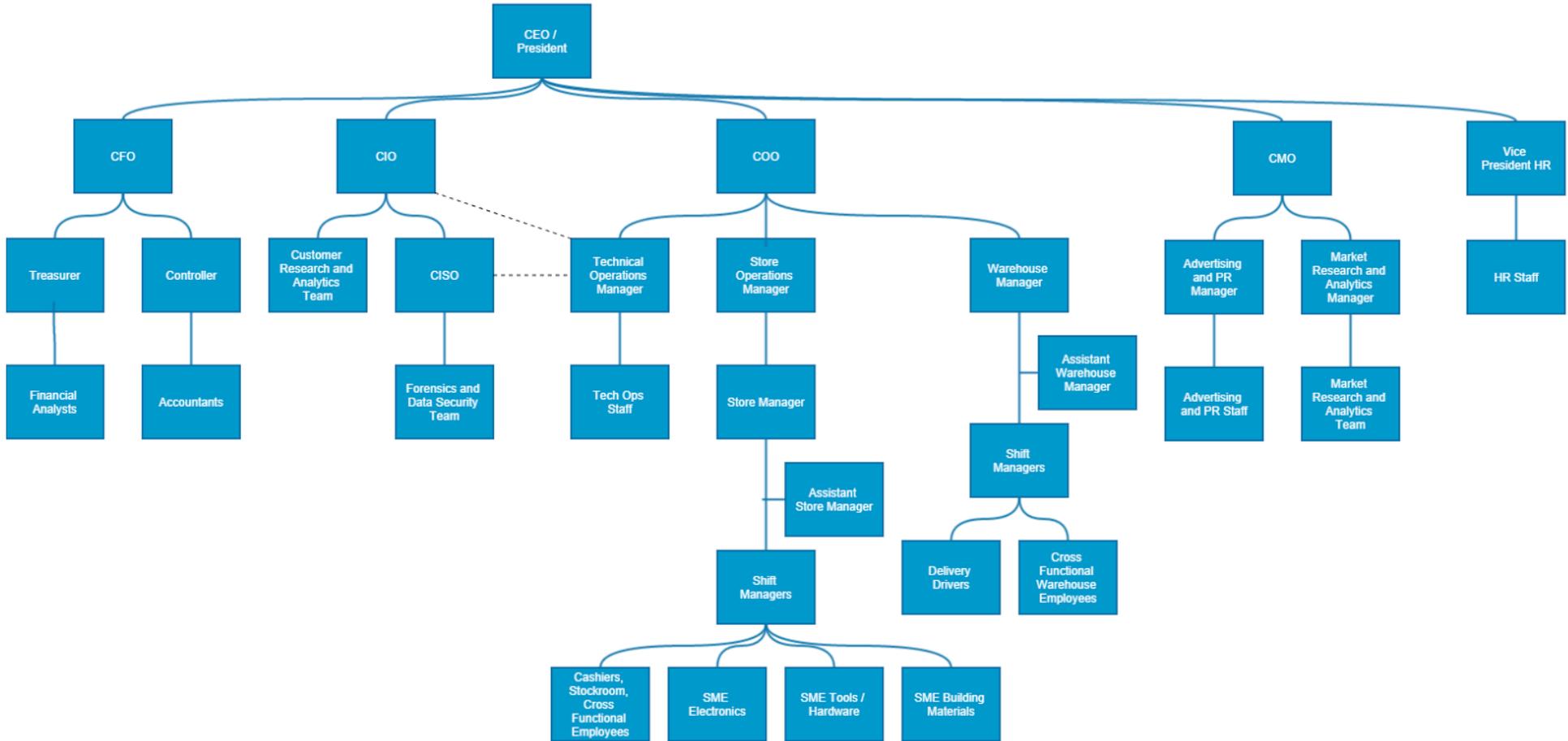
Fantastic Hardware's competitive advantage is generated from the fluid system of structure, control systems, and culture. The culture that is integrated within the organization flows throughout the hierarchical structure down from the management through to the lower-level store operational employees. The control systems have been carefully designed to coincide with and reinforce the four instrumental values sought to be upheld: work hard, be customer-oriented, have a team-mindset, and have fun. Also, the Market Research and Analytics Team will constantly be searching for new ways for Fantastic Hardware to surpass the competition with innovative systems that boost sales and increase customer experience both in-stores and online.

The goal of the three aforementioned parts of the organization is to provide a large area of congruence between the goals of the employees and the goals of the organization. By doing this, Fantastic Hardware strives to bring new employees into the organization and keep them employed so they can grow and aid in the betterment of the organization. By focusing strongly on employee welfare, Fantastic Hardware hopes to have satisfied employees that are able to provide an extraordinary level of customer service. They also hope that by having clearly defined roles and incentives, employees will be motivated to perform at their maximum potential and do their job effectively. All of these factors contribute to the strategic fit of Fantastic Hardware and help to set it apart from the competition.

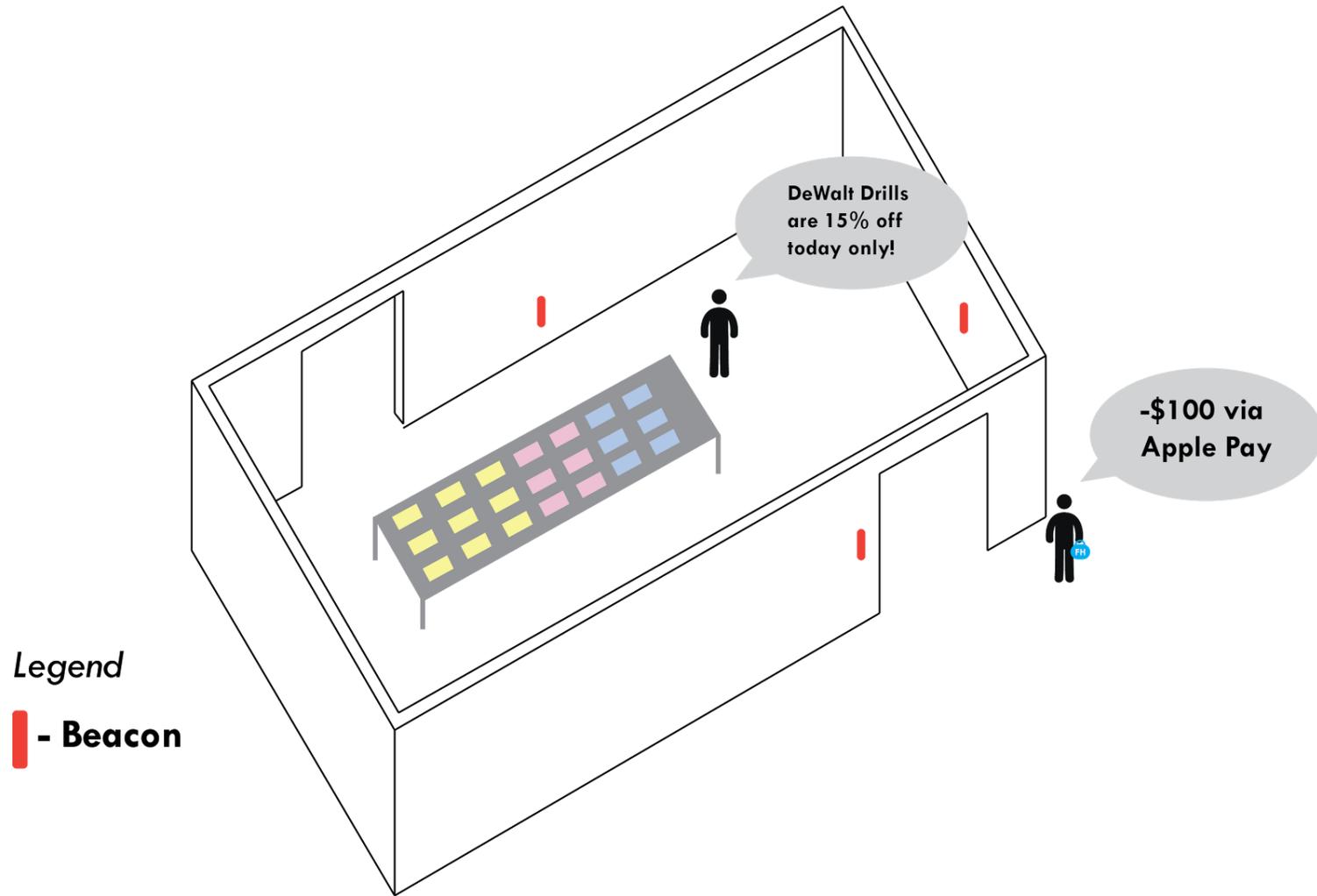
## **8 Conclusion**

Throughout this paper we discussed how the culture, control systems, and structure of Fantastic Hardware converge to create strategic fit and provide a competitive edge over their competition. In doing so, we have designed an organization for the year 2024 that utilizes known control systems and culture to reinforce the structure of the organization. If the culture or control systems do not match the structure of the organization, conflict may arise between employees, departments, or individual stores. If such conflict does arise, a structural re-organization may be necessary to resolve the conflict. This paper demonstrates the importance of organizational design, and how structural design is imperative to achieve terminal values.

Appendix A: Organizational Structure Chart



Appendix B: Possible Beacon Interactions



Appendix C: Example Store Manager Gross Margin List

<b>Product Name</b>	<b>Price</b>	<b>Cost</b>	<b>Gross Margin</b>
#8 x 1-1/4 in. Phillips Bugle-Head Screw (1 lb. pack)	\$6.47	\$6.40	<b>1.1%</b>
DEWALT 18-Volt Ni-Cad 1/2 in. Compact Drill	\$89.99	\$78.87	<b>11.4%</b>
Ryobi 3/8 in. Corded Drill / Driver	\$29.97	\$19.00	<b>36.6%</b>

Appendix D: Customer Growth Score Scale

