Samanta Sookha

Gowtham Velusamy

Carlos Toledo

410-CP4-AS -MQ

HUMAN RESOURCE MANAGEMENT

***Project Work***

 ***JOB INTERVIEW & JOB DESCRITION OF THE SHOP FLOOR MANAGER of ZARA***

Presented to

Joseph Fernand Ouellette

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# History and Background

**Zara** is a [Spanish](https://en.wikipedia.org/wiki/Spain) clothing and accessories retailer based in [Arteixo](https://en.wikipedia.org/wiki/Arteixo), [Galicia](https://en.wikipedia.org/wiki/Galicia_%28Spain%29). The company was founded in 1975 by [Amancio Ortega](https://en.wikipedia.org/wiki/Amancio_Ortega) and [Rosalía Mera](https://en.wikipedia.org/wiki/Rosal%C3%ADa_Mera). It is the main brand of the [Inditex](https://en.wikipedia.org/wiki/Inditex) group, the world's largest apparel retailer. The fashion group also owns brands such as [Massimo Dutti](https://en.wikipedia.org/wiki/Massimo_Dutti), [Pull&Bear](https://en.wikipedia.org/wiki/Pull%26Bear), [Bershka](https://en.wikipedia.org/wiki/Bershka), [Stradivarius](https://en.wikipedia.org/wiki/Stradivarius_%28clothing_brand%29), [Oysho](https://en.wikipedia.org/wiki/Oysho), [Zara Home](https://en.wikipedia.org/wiki/Zara_Home), and [Uterqüe](https://en.wikipedia.org/wiki/Uterq%C3%BCe). Zara as of 2017 manages up to 20 clothing collections a year.

For a general history about this company, the owner of Zara got rejected from McDonald’s while he wanted to apply and work there. On that night he decided to do some stand-off street performance such as soccer tricks, singing, dancing, performing stunts and much more. At the same time, he opened one of his custom-made bags (ZARA) and he made a whopping $200,000 that evening. The next day, he decided to hire some people and managed to open his first branch. From that day, Zara became a brand and a well-known brand, as we all know today.

# Mission, Vision and Values

For the mission, vision and values, first of all, all companies want to make money and generate new profits. But, surprisingly for Zara, that is not their goal. Their ultimate goal is to produce and generate new collection of fashionable cloths for all ages with a faster rotation of collection.

For their vision, it’s similar to their mission statements, but they want to keep up and be more competitive in the future as well.

For the values, the only thing that Zara has on mind is to have a better variety of product: seasonal, age, gender, all sizes and the latest fashion trends.

# Organisation Chart

Now, for the organizational chart, we have the president at the top. He is also called the CEO. Underneath, we have the director. He is also the vice-president of the company and this person is mostly responsible of the paper works. Below, we have the regional manager. This manager is responsible for 6 other branches in montreal. This person is also responsible for ordering new cloths, supplying them to the other branches and even placing and cancelling orders. Next, the manager is responsible for its local store. He trains the new recruits, he supervises the crew and orders tasks to the employees. The head of customer service is the person higher than a retail person. He is the assistant of the local manager. He coordinates with the manager most of the time. Finally, the retail person is responsible for the purchase of an item, placing back unecessary items and even help out customers if they are confused with which item to pick.

**ORGANISATIONAL CHART OF ZARA**

# Interview with Samuel Shop floor Manager at Zara

We had the opportunity this semester to interview the manager of ZARA located in Rockland mall. It was a big honor to all of us. We spent an hour interviewing Mr. Samuel (Manager at Zara, Rockland branch). He was very friendly, he provided all the necessary information that we were tasked to ask him and even though he was really busy, he managed his time to work and provide answers to our questions. We in fact took some pictures and videos, which are posted on the PowerPoint that we already sent you.

For the collection of information, we decided to interview the manager, samuel, on our day off at school. It was on a Monday and we had a questionnaire for him. While he was answering to the questions, we took some notes and wrote it while he was speaking. We also did some research before coming to see him.

# QUESTIONS & ANSWERS

**1-History and background of the company?**

History of ZARA🡪 A man got rejected from McDonald’s, one day he decided to do some stand-off performance and he hired some people… From that day, Zara became a brand and a well-known brand as in today!

\*History of ZARA located in the shopping mall Rockland, it was firstly opened in 1972.

\*Over 4,000 branches in 88 countries and 400 branches in Canada.

**2-Misson, vision and values?**

Mission: To make money ($), new collection of fashion for all age and a faster rotation of collection.

Vision: Same thing as mission. (for the future)

Value: To have a better variety of product.

**3- Number of employees? (Big or Small company?)**

In the branch located in Rockland, they have over 80 employees, so it is a Big Company!

**4-Franchise? Branch?**

ZARA is a branch, not a franchise!

**5-What are the Departments?**

(Stock, Floor, Cash, Security, Managers, head of customer service) 🡪 Men, Woman and children

**6- The overall objective of the company**

Overall Objective 🡪 Make money ($), new fashion trends such as providing various new latest fashion

**7-Job Description of candidate (Experience? Schooling? Bilingual? ...)**

ZARA is looking for people to fill in several spots such as stock, cash, men floor, woman floor, the cabinet department and more.

\*Experience: It is important to have some experience in customer service or experience in sales clothing, but ZARA sometimes accept some candidates that prove themselves that they have the potential to work, they are competitive, and they know what they are doing.

\*Schooling: ZARA doesn’t focus on the schooling aspect when it comes to choosing a candidate

\* All candidates working at ZARA must be bilingual (French and English), knowing other languages on top of the main ones, it is always a plus point for you!

**8- How can we apply? (online? in-store?) \*\*\*Need of Reference?**

You can either apply online or give out your CV in-store.

\*It is good (helpful) to have a reference by another empl0yee, but ZARA won’t refuse you if you don’t have any reference.

**9-The hiring process (Describe)**

1. On the actual day that the candidate has dropped their CV’s, ZARA takes a look at the CV and if it matches their job description, then they call the candidate on the same day!
2. They interview candidates (10-15 mins)

They ask questions like WHY ZARA? WHERE DO YOU SEE YOURSELF IN 2 YEARS?

1. They see where you prefer to work and adjust some spots for your own comfort. They fill in the spots.
2. Work and learn (training) Floor, Fitting Rooms, Cash Training, Cleaning of the floor and always customer service.

**10-Selection Process (Describe)**

\* By where it is the most needed and urgent position (generally stocks and cash)

**11-Training is it paid? Are there any on-board training? (Please Specify)**

Surprisingly there is no Training, but there is a process called the “WORK and LEARN” and the duration is 2 weeks. You are paid the very first day you start working at ZARA. After 2 weeks, ZARA expects you to work independently.

**12-Advantages? Disadvantages? Strengths? Weaknesses?**

Disadvantages: Too much Stocks, (too much standards), too much products (new or existing), ZARA got to keep track with the other branches so if a product sells quick, they must have it as well, if a product doesn’t sell at all, then they get rid off and give it out to the ZARA outlets.

Advantage: ZARA compared to other companies like ERNEST, they target everyone (men, woman, kids, seasonal, casual, occasional, jackets, modern jeans, ripped jeans)

**13-Use of technology?**

Touch screen cash registers, Computers, walkie-talkies to communicate with one and another and an iPod to scan the product, to see if the product is available in-store, online, you may also use this iPod to order new stocks online.

**14- Any Benefits, pension plans, bonus, promotions, (other...) offered by the company?**

All benefits are contributed only to Full time employees.

Additional interesting information about Zara

\*Before= new fashion every 2 weeks

\*Now = new fashion (new Arrivals) 2 days/ week (Mondays and Thursdays)

# Use of Technology

Touch screen cash registers, Computers, walkie-talkies to communicate with one and another and an iPod to scan the product, to see if the product is available in-store, online, you may also use this iPod to order new stocks online.

# Definition of Job Description

A *job description* is a document that describes the general tasks, or other related, and [responsibilities](https://en.wikipedia.org/wiki/Moral_responsibility) of a position. It may specify the functionary to whom the position reports, specifications such as the [qualifications](https://en.wiktionary.org/wiki/qualification) or skills needed by the person in the job, and a [salary](https://en.wikipedia.org/wiki/Salary) range. Job descriptions are usually narrative but some may comprise a simple list of competencies; for instance, [strategic human resource planning](https://en.wikipedia.org/wiki/Strategic_human_resource_planning) methodologies may be used to develop a [competency architecture](https://en.wikipedia.org/wiki/Competency_architecture) for an organization, from which job descriptions are built as a shortlist of competencies.

# Job Description for Shop Floor Manager at Zara

As a Zara Manager, you are an integral part of the Zara image. You are directly responsible for the success of your department. Your strong leadership skills and retail experience will set the example for your team while performing various tasks related to customer service, visual merchandising, sales and stock management, buying, loss prevention, human resources and operations.

# Requirements

Ability to multi-task in a fast pace setting

-Interest in fashion and current season trends as they apply to the market

-Excellent communication skills

-Detail oriented and organized nature

-Prioritizes tasks to maximize efficiency of team

-Takes initiative to accomplish all set goals

-Great customer service skills

-Leads and motivates team by setting the example

-Desire for career growth within the company

-Minimum of 3-5 years retail management experience

# Benefits

-Medical and Dental insurance

-Paid vacation and sick time

-Employee Discount

-Significant growth opportunities and professional development

# Zara is an Equal Opportunity Employer

All qualified applicants will receive consideration for employment without regard to race, color, national origin, religion, sex, sexual orientation, disability, age, citizenship status, veteran status or any other characteristic protected by applicable federal, state or local laws.

**Schooling – Zara does not focus on the school factor**

# Language

All candidates must be bilingual (French and English), knowing other languages is a plus point.

# Job Description of NOC

Under the NOC website the Retail and wholesale trade Managers perform some or all of the following duties:

* Plan, direct and evaluate the operations of establishments engaged in wholesale and retail sales or of departments in such establishments
* Manage staff and assign duties
* Study market research and trends to determine consumer demand, potential sales volumes and effect of competitors' operations on sales
* Determine merchandise and services to be sold, and implement price and credit policies
* Locate, select and procure merchandise for resale
* Develop and implement marketing strategies
* Plan budgets and authorize expenditures
* Resolve customer complaints
* Determine staffing requirements and hire or oversee hiring of staff.

# Proposed Job Description

As a Zara Manager, you are an integral part of the Zara image. We put our business in your hands. Your strong leadership skills and retail experience will set the example for your team while performing various tasks related to customer service, visual merchandising, sales and stock management, buying, loss prevention, human resources and operations.

# Key areas

* Customer Service / Visual Merchandising / Sales & Stock Management / Buying / Loss Prevention / HR / Operations

# Responsibilities as a Shop Floor Manager at Zara

\*Achieve store performance on sales, stock management and cost control

\*To communicate with internal and external parties on store operations issues

\*Coordinate with the line managers and product team for sales strategies implementation

\*Maintain good customer service in fast-paced shopping environment

\*Ensure products are correctly replenished, merchandised and displayed based on VM guidelines

\*Coach different store levels of staff on career development plan, customer excellence, operational efficiency and productivity

\*Prepare sales analysis and support to general administrative work, e.g. roster, monthly sales report

# The Ideal Candidate

\*Degree holder with 2-3 years supervisory experiences in retail sector, preferably fashion retail.

\*Hands-on personality, multi-tasking and enjoy working in fast retail environment

\*Independent, excellent talent management skills and coaching techniques

\*Passionate about fashion trends, with effective communication in all levels

\*Fluent in French and English.

# Improvements to be considered

At Zara there is no training process. Zara expects you to work independently. It is on the job training process method which is being followed by Zara Managers to train their staff. You learn as you go “work and learn process”. There is no specific type of training for any job at Zara. You must have a minimum of one to two years of experience in sale and customer service. In order, to have more competent staff in the future we think it will be a benefit for both the company and the staff to be provide with some sort of training especially in the IT field. We also believe that it would be better idea to put some emphasis on the skills which the staff while selecting a candidate. As Zara is using the modern technology where everything is put and stored online and using special devices, we think Zara need to give computer training to his staff or try to recruit staff who has at least some basic knowledge on how to operate IT technology. We have also noticed that in Zara shops there are lots of customer service attendant on the shop floor waiting for customers to shop and it sometimes gives a bad image to the customers. So, we have come to the idea that to be effective and efficient Zara will have to cut down on the number of staff. Instead of training ten people it’s better to train and invest in five people who will increase and boost up the sales. Another factor which can be improved by Zara is conducting online interviews through the net using skype. In the modern world and where the world has become very small using technology we should therefore try to use these facilities. Instead of making people moving from their place to the shop to be interviewed they can do their interview while sitting at home. This will save and money for both the staff and the company.

# How and Where to Apply for any position at Zara?

* Online: Website
* In store: Bring CV and fill in a job application

# Hiring Process

* On the actual day that the candidate has dropped heir CV’s, ZARA takes a look at the CV and if it matches their job description, then they call the candidate on the same day!
* They interview candidates (10-15 mins)
* They ask questions like WHY ZARA? WHERE DO YOU SEE YOURSELF IN 2 YEARS?
* They see where you prefer to work and adjust some spots for your own comfort. They fill in the spots.
* Work and learn (training) Floor, Fitting Rooms, Cash Training, Cleaning of the floor and always customer service.

# Selection Process

By where it is the most needed and urgent position (generally stocks and cash)

# Training at Zara

Surprisingly there is no Training, but there is a process called the “WORK and LEARN” and the duration is 2 weeks. You are paid the very first day you start working at ZARA. After 2 weeks, ZARA expects you to work independently.

# Conclusion

 **What did you learn?**

As a group we learned that Zara has many employees. They are very well-organized ranging from a cashier, to a manager, to a regional manager. We learned about the history as Zara. As mentioned before Zara was founded when a man was rejected from Mc Donald’s. He then hired people and Zara was born. Today Zara is one of the leading clothes companies in the world. We as a group learned about the employee organizational structure for a specific branch. For example, at the Rockland branch, there is the cashier, and then the floor person will be responsible for working in the men, women, or kids. There is a stock person who is responsible for the warehouse. When you get to the bigger positions there is a manager, and assistant manager that are responsible for scheduling. Overall, it’s a very big company that services over 400 branches all over Canada. We also learned that depending on the company some things are not required for a position. For example, in Zara a retail manager is not responsible for “market research and trends to determine consumer demand, potential sales volumes and effect of competitors’ operations on sales.” It was this that we realized as a group that some requirements are not required and to become a manager depending on the company. Overall, we learned additional information that will help us as a group learns the importance of choosing the right candidates for a company.

**How did your team work together?**

During the process of interviewing we gathered possible companies to do. We worked very well as a team and in terms or organization and we started to look for companies such as Forever 21, H&M and American Eagle to find a possible manager an interview with. We felt as a group after searching for a high-profile retail store that Zara was the best choice since it has been around the longest sells a large amount of clothing and fit the job description that we were looking for. We than as a group started the process of preparing for an interview with a manager. How we arranged for the process of the interview was that one member called the Rockland branch to arrange for an interview. While that was happening one-person arranged for a set of possible questions to ask. After when we were done it became a matter of organization, looking at our answers, comparing the job description we took to the NOC and comparing the results to our answers. Once we fully analyze the results we were able to make a PowerPoint and share the results with our class. Overall, we worked well as a team and ensured that everyone got our parts done.

**What members did which part of the work?**

We as a group researched the company and once it was found Gowtham was responsible for arranging a time to set up and interview. We as a group came up with the questions to ask. Gowtham and Carlos went to Rockland Zara and conducted the interview. After that we both analyzed the results and got Samantha to come up with the comparison of the document. We then decided as a group which members are doing what parts. In the end we were well organized and finished this assignment to the best of our ability.

**Was there anything you would do differently?**

As a group we feel overall it was a wonderful experience. We had fun going out to conduct the interview. We learned what questions to ask to get as much information as we can. Overall, we feel that there is not that we would do different. However, if we had to pick one thing to change differently though we would change is when we conducted our interview, we wanted to observe him in the workplace because Zara is a busy store and many customers want clothing. We wanted the chance to see what he says to customers when they ask for sizes or ask how to order an item from another store. We feel like if we got to see him in action we could have conducted more in our comparison. We as a group had an enjoyable experience in this project and learned a great deal in conducting, organization, and analyzing results.