

New Beginnings

Best Practices for Hospital Gift Shops



works

CONSULTING

Let's Explore Best Practices in....

- ☀ Merchandise selection and display
- ☀ Store design and layout
- ☀ Inventory control for increased profit
- ☀ Effective policies and procedures
- ☀ Volunteer recruitment and training
- ☀ Marketing your gift shop



Best Practices



- Best practices are methods that consistently offer the best results

- We can learn best practices from:
 - Other hospital gift shops
 - Museum stores
 - Independent specialty shops
 - Non profit community service stores
 - Department stores

The Five RIGHTS of Merchandising

Offer...

- 🌻 the right merchandise
- 🌻 in the right way
- 🌻 at the right time
- 🌻 in the right quantities
- 🌻 at the right price



A Critical Tool: the Merchandise Plan

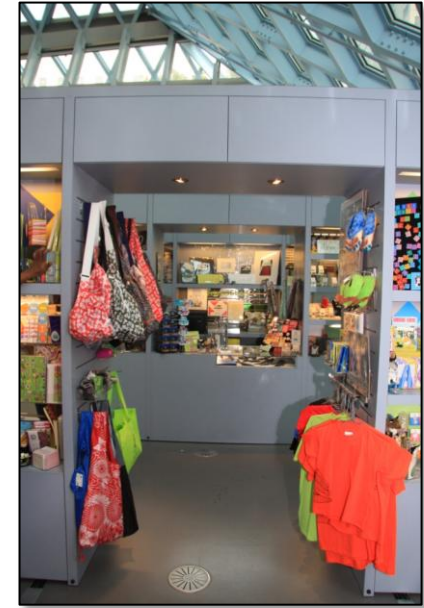
Organizes product selection and guides buying decisions

- 🌸 Departments (Up to 12)
- 🌸 Department description
- 🌸 % of departments
- 🌸 Price spread
- 🌸 Best selling price range
- 🌸 Mark up %
- 🌸 Notes



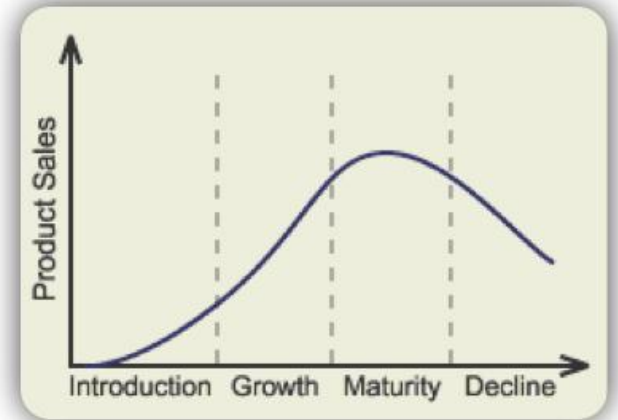
The Right Merchandise

- ☀ Track sales by item to learn what best and least selling items are
- ☀ Pay close attention to best sellers
- ☀ Ask regular customers about their favorite products and favorite stores
- ☀ Visit local stores to find new products



Selecting the Right Merchandise

- ☀ Start small with new product lines and build gradually
- ☀ Each product has a sales arc. Watch for the sales decline
- ☀ Always stock your best sellers
- ☀ Introduce an assortment of new merchandise quarterly
- ☀ Don't go overboard on seasonal merchandise



A Critical Tool: the Open to Buy Plan

☀ Guides how much inventory to buy, when it arrives, how fast it turns over and when it goes on sale

☀ Track sales history by department to understand how much inventory is required to support sales

☀ Anticipate sales 4-6 months ahead

OPEN TO BUY 3X TURN WORKSHEET
All figures at cost
All figures for this department only.

DATE

DEPARTMENT

INVENTORY ON HAND (A)	IS THIS INVENTORY FRESH? IF MORE THAN 4 MONTHS OLD, WHAT IS STRATEGY TO
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INVENTORY ON ORDER (B)	TIME ORDERS TO ARRIVE THROUGHOUT NEXT 4 MONTHS TO KEEP STOCK FRESH.
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SALES NEXT 4 MONTHS:

Mo: JAN	Mo: FEB	Mo: MAR	Mo: APR	TOTAL (C)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

GOAL: A = C

SALES FOLLOWING 4 MONTHS:

Mo: MAY	Mo: JUNE	Mo: JULY	Mo: AUG	TOTAL (E)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

GOAL: (A + B) = (C + E)

A + B	C + E
<input type="text"/>	<input type="text"/>

Regular Reorders:

A Valuable Secret Weapon

- ✿ Establish a KIS list and a NORO list
- ✿ KIS--Keep in stock
- ✿ NORO—No reorder
- ✿ Assign detail oriented volunteers to track inventory on KIS products



Timely Mark Downs:

A Neglected Secret Weapon

- 🌻 Old merchandise clogs your stock room and open to buy
- 🌻 Old merchandise bores customers
- 🌻 Old merchandise makes the shop feel irrelevant
- 🌻 Mark down merchandise over a year old. No exceptions!
- 🌻 Discount old merchandise significantly for 90 days, then donate it



Store Design: Make It Pop!

- ☀ Light color walls & shelving
- ☀ Pop of color provides interest
- ☀ No more than 2 or 3 colors
- ☀ Adjustable shelving is ideal
- ☀ Better lighting = better sales



Store Design: Go with the Flow

- ☀ Shoppers enter, turn right and move in a circle
- ☀ Display new or best selling products at the entrance
- ☀ Grab and go area makes shopping easy for staff
- ☀ Create a corner for longer browse time products



Store Design: Safety, Security & Sales

- ☀ Customer pathways: minimum of 36" across
- ☀ Display merchandise between 24" - 60" from floor
- ☀ No merchandise on floor
- ☀ No merchandise higher than 72"
- ☀ Create clear sight lines from cash wrap desk to see entire shop



Display Tips and Tools

- ☀ Organize products by area of interest: candy, baby, gift, home décor, etc
- ☀ Within areas of interest, organize displays in groups of 3's or 5's
- ☀ Use consistent containers-- boxes, bowls or baskets
- ☀ Don't use tippy or worn containers, shop worn or broken display props



Option Paralysis

A Common Barrier to Sales

☀ Overcrowded shelves with many duplicates of the same product lead to “option paralysis”

☀ Confused shoppers buy less—it’s too hard to choose



Written Procedures

- ✿ The backbone of excellent customer service
- ✿ Provide continuity in decision making
- ✿ Provide a sense of identity and set a positive direction for the shop.
- ✿ Help avoid conflict and misunderstanding
- ✿ Demonstrate respect for volunteers
- ✿ Support volunteer retention



Tips for Compiling a Handbook

- ☀ Verbal training, compiling written notes or recording device
- ☀ Ask an individual or team to develop a procedure, then review and make changes
- ☀ Post drafts on bulletin board
- ☀ Request feedback, questions
- ☀ Use plain language, be brief and to the point
- ☀ As procedures are finalized, move information to a binder
- ☀ Share resources with other healthcare organizations



Handbook Topics

🌟 Welcome

- Why volunteers matter

🌟 Shop Mission

- Specific outcomes of gift shop revenue

🌟 Shop Management, Staff Roles & Responsibilities

- Who to go to for answers

🌟 Volunteer Roles & Responsibilities

- Volunteer Job Description

🌟 Volunteer Benefits

- Discount
- Sale Previews
- Training & gaining experience and letter of recommendation
- Volunteer celebrations and other hospital events
- Parking



Handbook Topics

🌻 Gift Shop Hours

🌻 Scheduling

- Sign In & Out Process
- Finding a Sub
- Breaks and lunch
- Illness and who to call
- Lateness or Absenteeism
- Dismissal Policy
- Resignation / Transferring to a New Position

🌻 Dress Code, Behavior Guidelines

- What is okay and what is it NOT okay to do

🌻 Safety Information

- Ergonomics—who should lift and how to lift
- Accidents



Handbook Topics

🌻 Security

- Keys
- Cash handling & computer access
- Security of volunteers' personal items

🌻 Shop Orientation

- Where are items stored, where to find supplies

🌻 Daily maintenance

- Cleaning
- Restocking
- Supplies and other inventories

🌻 Processing incoming shipments

- Tagging
- Displaying merchandise



Handbook Topics

🌻 Customer Service

- Greeting
- Tips for Shoplifting Prevention
- Children
- Breakage
- Holds
- Telephone Orders
- Online Orders
- Bagging and Wrapping Purchases
- Helping Customers with Flowers, Balloons
- Returns and Exchanges
- Purchases by Volunteers



Handbook Topics

☀ Ringing Up Sales

- Cash, Check, Charge
- Payroll Deduction
- Gift Certificates, Gift Cards
- Store Credit
- Tax Exempt Sales
- Making Change

☀ Online sales

☀ Daily Reconciliation

- Daily Till amounts
- Deposit



Handbook Topics

🌸 Communicating in the Gift Shop

- Communications Binder
- Schedule
- Opening Checklist
- Closing Checklist
- Daily “To Do” List
- Need to Know List
- Events Calendars
- Mail
- Telephone and Email Messages
- Sales Reps and Samples



What Have We Missed?



Are We There Yet?

- 🌟 Regular updates
- 🌟 Review and evaluate regularly

Does everyone understand it?

Is it working?

- 🌟 Adapt procedures to meet changing situations i.e. expansions, new staff structure, etc.
- 🌟 Always ask the questions: Could a new volunteer or staff member operate the shop by following the procedures manual?



Retail Volunteer Recruitment

Retail volunteer job description must include

- Skills/experience
- Physical abilities
- Personal qualities

🌻 Who is likely to have skills, abilities and qualities?
(e.g., age, gender, availability, education, personality, etc.)

🌻 What are the best sources for finding these people?
(e.g., specific companies, stores, clubs, groups, etc.)

🌻 Recruitment efforts must include benefits the volunteer will receive by doing this job

Retail Volunteer Training

- ☀️ Happy volunteers are your best recruiters
- ☀️ Clear policies and procedures support training & recruitment
- ☀️ Understand their generational biases
- ☀️ Learn their strengths and preferences
- ☀️ Clearly define their roles
- ☀️ Describe shared tasks
- ☀️ Clarify authority



Generational Differences

How people gather, interpret and absorb information

Millennials: Teens and twenty-somethings

- ☀ Work in teams. Frequent feedback and reassurance
- ☀ Few siblings, blended families, many activities
- ☀ Tech savvy, multitaskers, connected 24-7
- ☀ Collaborative, cooperative

Gen X: Thirties and forties

- ☀ Practical, quick, cynical, technologically adept
- ☀ Change jobs frequently, like short term results
- ☀ Little interest in history or tradition
- ☀ Value competency and genuineness



Generational Differences

Boomers: Fifties and sixties

- ✿ Founded movements, not institutions
- ✿ Leaders not followers
- ✿ Enjoy individual accomplishment and praise but value modesty
- ✿ Tech knowledge and ability to multitask vary

Adaptive: Seventies and eighties

- ✿ Socially skilled, good mediators, facilitators
- ✿ Resist long term commitments
- ✿ Like and expect quality
- ✿ Ready to risk new things and enjoy mixed age groups



Generational Cohorts

G-I Generation: Nineties

- ☀️ Wants to do it “right”
- ☀️ May be uncomfortable with technology
- ☀️ Accustomed to winning, won't quit
- ☀️ Want to pass on knowledge



Volunteer Recruitment Generational Challenge

- ☀️ If no one looks or sounds like them, there will be challenges in attracting, training and working productively with them

Marketing Your Shop Externally

Happy customers: Your best marketing tool!

- ☀ Use simple flyers and coupons (with an expiration date)
- ☀ Special shopping events
- ☀ Buy one get one free
- ☀ Bring a friend incentive
- ☀ Frequent shopper cards
- ☀ Incentivize staff and volunteers to offer and implement new customer service and marketing ideas



Marketing Your Shop Externally

Publicize events, coupons, giveaways and special offers

- ✿ In the shop
- ✿ In your hospital newsletter
- ✿ On the hospital website
- ✿ Through social media





Events & Trunk Shows = Great External Marketing

Valentine's Day

Gardening Event

Fourth of July

Mardi Gras

Mother's Day

Sidewalk Sale

Girls Night Out

Cinco de Mayo

Labor Day

First Day of Spring

Memorial Day

Halloween

St. Patrick's Day

Summer Weddings

Tailgate Party

April Fool's Day

Graduation

Holiday Open House

IRS Relief Party

Father's Day

Men's Night Out

Signage = Great Internal Marketing

Give customers a cause to participate in



**Your purchase makes it possible
for local kids to participate in
Overlake's "Art for a Healthy
Heart" program.**

Signage Boosts Sales

Give customers a reason to choose you



Gift shop proceeds paid for six new wheelchairs for our Elder Care program last year.

Signage Reinforces Volunteers

Volunteer recognition & sales promotion—all in one sign!



**Meet Angie, Karen and Eli:
Our volunteers make the
Gift Gallery
a friendly place to shop!**

Wrapping Up

- 🌟 Retail, like volunteer leadership, is equal parts art and science
- 🌟 Volunteer leaders strike a fine balance of art and science in everything they do
- 🌟 Thank you for using your gift of leadership to guide volunteers in your hospital gift shop!



Resources

VOLUNTEERS

Volunteer Management: Mobilizing All the Resources of the Community, Steve McCurley and Rick Lynch, Energizeinc.com

The (Help!) I-Don't-Have-Enough-Time Guide to Volunteer Management, Katherine Noyes Campbell and Susan J. Ellis, Energizeinc.com

It's Okay to Be the Boss, Not Everyone Gets a Trophy, Bruce Tulgan, Rainmakerthinking.com

Generations: The History of America's Future 1584-2069, William Strauss and Neil Howe

Managing the Millennials Chip Espinoza, Mick Ukleja, Craig Rusch

CUSTOMER SERVICE

Exceptional Service Exceptional Profit: The Secrets of Building a Five Star Customer Service Organization, Leonardo Inghilleri and Micah Solomon

Setting the Table: The Transforming Power of Hospitality in Business, Danny Meyer

MARKETING

Guerrilla Marketing, Guerilla Social Media Marketing, Guerrilla Marketing for Non Profits, Jay Conrad Levinson

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