

Tea Room Head Manager - Summer Plan 2009

1.0 – Introduction

As the Head Manager for the Tea Room for 2009 – 2010, I fully plan on taking advantage of the summer months in order to prepare for projects to be undertaken during the school year, make necessary renovations and upgrades to existing systems and look into improvement of our current line of food and drink. As Head Manager, I will be working on projects unique to my position as well as supporting and working on projects that involve the portfolios of my four Assistant Managers; Business/Human Resources, Marketing, Operations and Environmental.

2.0 – Projects

2.1 - Head Manager

My main objectives under my portfolio are to implement major **renovations** on the Tea Room's physical space, develop a **strategic plan and budget** for the next year of operations, facilitate the creation and maintenance of a **new website**, and research all areas of the business in preparation for the upcoming year. In addition to my portfolio's projects, I will also provide support and assistance with the projects of my Assistant Managers.

As the Tea Room now enters its fourth year of operations, it is essential that changes be made to its physical appearance in order for it to preserve a feeling of innovation and freshness among its customers. I will be researching and supervising the renovations of the Tea Room including changes with the flooring, lighting, furniture, and general décor.

A strategic plan is necessary to gauge the effectiveness of the managerial team and to hold projects to deadlines. This strategic plan will use a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to evaluate the current situation and set out our objectives for the coming year of operations. The objectives will be evaluated using an OGSM (Objectives, Goals, Strategies and Measurable) analysis and will set out individual projects and responsibilities.

Research is necessary to understand the business and allow myself to effectively analyse, plan and communicate my findings. In addition to recommended readings, my transition manual and speaking with major stakeholders in the Tea Room business, I plan on holding regular meetings with Engineering Society General Manager, Jay Young, to gain insight and a second opinion on how to improve the Tea Room. I will also use Jay as a key resource for my renovations project.

As the only manager working at the Tea Room during the summer, I will be assisting with projects that fall under Assistant Manager portfolios to assist the Assistant Managers who will be working full-time or otherwise busy during the summer months. These projects are detailed below.

2.2 – Operations

There are several key developments in the operations portfolio that will need to be researched and implemented over the summer.

One major task that must be undertaken for operations is re-sourcing and stocking the Tea Room's **travel mugs**. Towards the middle of last semester, Tea Room's stock of mugs completely ran out, and no new ones have been ordered since then. These mugs were previously paid for by Hatch in return for the company's name and logo on the mugs, however recently the Tea Room's relationship with Hatch has become questionable. I will be contacting Hatch concerning the mugs and seeking out further partnership with them. If this partnership doesn't continue, I will be working with the Operations Manager to look at the old mug provider (Danesco) and either keeping the same design or seeking out a new one.

The Tea Room also hopes to sell **metal water bottles** in addition to travel mugs next year, in order to offer a sustainable alternative to bottled water. I will be working with Jackie to find the best product at a reasonable cost and hope to have the bottles in stock for the first week of class in September.

A **sales analysis** from the previous year's sales data will be compiled in order to provide a basis for sales predictions and ordering for 2009 and 2010. This is another task that I will work on with the Operations Manager over the summer.

An investigation into the Tea Room's ability to offer a product known as **Bubble Tea** will be performed. This product is very popular among students but isn't offered anywhere on campus, so it's likely that a great market would exist. There are concerns regarding storage and preparation of the ingredients, so I hope to take a closer look at the Tea Room's physical and financial capacity to offer the smoothie-like refreshment option.

Local food sourcing is a great way for the Tea Room to decrease the environmental impact of its products, so I will be working with both the Environmental and Operations Manager to introduce products such as locally farmed honey, fair trade sugar, and organic milk to our condiment counter.

2.3 – Marketing

The main project under the marketing portfolio that I will be working on over the summer is the **website**. I will be researching two main options: completely

outsourcing the project to a skilled web designer, or taking on the project myself and using software that will simplify the task for me and enable me to produce a desirable end-product.

I will also be working with Rachel to develop and create an **informational booth** that will be used mainly for Frosh Week advertising and the annual Sidewalk Sale. There is also a program called **SOAR** (Student Orientation to Academics and Registration) that allows different on-campus organizations to advertise and speak to incoming first-year students and their parents about their organization. The program runs Monday to Saturday for the duration of June 24th to July 17th and will require me to man the Tea Room booth for one hour each day.

Finally, Frosh Week is one of the most important opportunities for the Tea Room to reach out to the incoming class of 2013 and also reach second year Frosh Leaders that may not be familiar with the Tea Room. I will help Rachel in her preparations for Frosh Week in finding ways to **target all faculties** at Queen's in order to help diversify our customer base and extend our reach beyond convenience customers.

2.4 – Business and Human Resources

One of the main objectives under the Human Resources portfolio for the upcoming year is to improve staff morale, increase staff involvement in the operations of the Tea Room, and increase participation in staff socials. I will be looking into the possibility of **licensing the Tea Room** for a wine and cheese type social during the training weekend at the beginning of September. I will be meeting with all concerned parties including the Dean, David Lay, and Bruce Griffiths to see if the event is possible, and if so, what steps need to be taken to ensure that it runs safely and smoothly as possible.

I will also be working with Kelly to implement several key changes with regards to **training** for new and returning staff, purchasing of uniforms, and compensation for training. I will also be looking into using the same online program that I-Cons currently use to schedule and change staff shifts in order to simplify the exchange of static shifts throughout the school year.

There are also several capital purchases that will, if approved by the BOD and Engineering Society, be made during the summer. Prospective purchases include: a new safe for the office, a new external hard drive for backing up crucial Tea Room files and documents, an energy-efficient refrigerator for the storage room, and new Office 2007 software for the office computer.

2.5 – Environmental

One of the environmental portfolio projects that I will be involved with this summer is working to re-establish communication with **Hatch** regarding the

quantification of the Tea Room's metrics data. At the same time, I will also try to gain an understanding of where we stand with Hatch with regards to our travel mugs.

As previously mentioned, we hope to introduce more environmentally and socially responsible condiments at our **condiment counter**, and perhaps eventually in all of our products. Lindsay and I will work together to choose the most feasible local, fair trade, and organic products for this initiative, and we will also work with the Marketing Manager to ensure that information regarding the new products is readily available to customers.

The current **system of indoor and outdoor composters** also needs to be altered and updated to become more efficient. We currently have a sum of money that was granted by the Coca-Cola Fund to invest in enhancing our composters, so I will be working with Lindsay to find the best method of investing these funds to either expand or enhance the system we currently have in place.

2.6 – Daily Tasks

Daily tasks will involve monitoring and feeding the composters with organic waste with the Environmental Manager, checking all mechanical equipment that is on during the summer (fridges) to make sure that they are still running and responding to inquiries about the Tea Room.

3.0 - Timeline

Week 1 (May 19 – 22)

- Create summer plan
- Collect final strategic plan, budget, and summer plan documents from assistant managers
- Clean Tea Room office, organize and move old files, and clean fridge in storage room
- Contact Bruce Griffiths to discuss liquor license option for social
- Work with Kelly to finalize budget
- Begin reading "Natural Step" recommended reading

Week 2 (May 25 – 29)

- Finalize and submit strategic plan and budget
- Ensure that Marketing Manager has begun process of ordering staff and manager uniforms
- Begin looking at different flooring and lighting options for renovations
 - o Home depot, other coffee shops, online, Canadian tire, auctions
- Meet with Dean Woodhouse and Bruce Griffiths to discuss Tea Room license
- Contact PPS to arrange meeting to discuss renovations
- Continue reading "Natural Step"

Week 3 (June 1 – 5)

- Continue shopping around for renovations suppliers and alternatives
- Analyse different website design options
- Begin looking at Sales data and compiling into legible format
- Update budget regarding renovations if necessary
- Ensure that first staff newsletter is sent out by Business/HR Manager and help with compiling if required
- Finish reading “Natural Step” and pass along to other managers

Week 4 (June 8 – 12)

- Try out floor, paint and lighting samples for Tea Room renovations
- Continue working with sales data for sales analysis
- Begin brainstorming ideas for booth display for SOAR program
- Begin creating a proposal for Tea Room renovations
- Initiate contact with Hatch to discuss metrics project and travel mugs
- Finalize plan for new website and begin work/meet with designer

Week 5 (June 15 – 19)

- Create and print all required material for Tea Room informational booth
- Finalize renovation plans and associated proposal to submit to BOD and PPS
- Complete sales analysis for Jackie
- Continue communicating with Hatch if they agree to sponsor mugs
- Continue work/consultation with website
- Begin researching sources and costs for new bar stools

Week 6 (June 22 – 26)

- Work 1 hour/day at SOAR booth in BioSciences Atrium
- Begin testing prospective Bubble Tea product line
- Work with Jackie to decide upon suppliers for mugs and water bottles
- Continue investigating new bar stool sources and pricing
- Continue work/consultation with website

Week 7 (June 29 – July 3)

- Work 1 hour/day at SOAR booth in BioSciences Atrium
- Begin renovations work in Tea Room
- Ensure second newsletter is sent out by Business/HR Manager
- Order travel mugs and water bottles to have in stock for opening
- Continue testing Bubble Tea products and decide if they should be added to menu
- Continue work/consultation with website

Week 8 (July 6 – 10)

- Work 1 hour/day at SOAR booth in BioSciences Atrium
- Continue renovations work

- Begin to work with Lindsay to investigate increasing use of local, organic, and fair trade milk and condiments
- Work with Lindsay to finalize plans for composting system changes
- Continue work/consultation with website

Week 9 (July 13 – 17)

- Work 1 hour/day at SOAR booth in BioSciences Atrium
- Continue renovations work
- Continue work/consultation with website
- Investigate purchase of new safe and external hard drive

Week 10 (July 20 – 24)

- Continue renovations work
- Continue work/consultation with website

Week 11 (July 27 – 31)

- Ensure third newsletter is sent out by Business/HR Manager
- Continue renovations work
- Continue work/consultation with website
- Contact Liaison College and Cards Bakery to set up meetings

Week 12 (August 3 – 7)

- Continue renovations work
- Continue work/consultation with website
- Meet with Liaison College and Cards Bakery vendors to discuss upcoming year and any changes to be aware of

Week 13 (August 10 – 14)

- Continue renovations work
- Continue work/consultation with website
- Meet with Marketing Manager to get up-to-date on Frosh Week agenda

Week 14 (August 17 – 21)

- Work with Operations Manager to order all long-term stock and smallware
- Continue renovations work
- Continue work/consultation with website

Week 15 (August 24 – 28)

- Prepare for manager retreat
- Make sure renovations are complete
- Finalize website and put online

Week 16 (August 31 – Sept 4)

- Perform necessary maintenance and cleaning to prepare for staff training and opening

- Finalize training weekend material and agenda with all Assistant Managers
- Do inventory of all stock and assets with Operations Manager
- Ensure all ordering for opening and training has been done

4.0 – Division of Tasks

Included below is a breakdown of which Assistant Managers will be involved in each project. Green blocks denote the manager who will be spearheading the project and who I will be working with the most on this project. Yellow blocks denote Assistant Managers who will have concerns in their portfolio about the project but who are not the primary manager on the project.

Project	HM	Ops	Enviro	HR	Marketing	Business
Renovations	Green	Yellow				
Strat Plan	Green	Yellow	Yellow	Yellow	Yellow	Yellow
Budget	Yellow	Green				
Website	Green				Yellow	
Travel Mugs	Green	Yellow				
Water Bottles	Yellow	Green				
Sales Analysis	Green	Green				
Bubble Tea	Green	Yellow				
Condiment Counter	Yellow	Yellow	Green			
Info Booth	Yellow				Green	
Frosh Week	Yellow				Green	
License for Social	Green			Yellow		
Training	Yellow	Yellow	Yellow	Green	Yellow	Yellow
Metrics	Yellow		Green			
Composters	Yellow		Green			
Bar Stools	Green	Yellow				

5.0 – Conclusion

I will use this summer plan and my ongoing communication with the President, VP Operations, and General Manager as a guideline with which to remain

accountable and on-task throughout the summer months. I'm extremely grateful and excited for the opportunity to work with the Engineering Society over the next 3 months in order to equip the Tea Room for a successful and memorable upcoming year, and I fully welcome the feedback and advice of my coworkers during this time.

Danielle Sheahan
Tea Room Head Manager