**Marketing Plan**

**Synopsis**

A2Z is a well-established big box company operating in North America. A2Z is currently headquartered in North America and is looking to expand internationally. We recommend that A2Z expands internationally to Santiago, Chile, and then into all of South America. The company will use its established success and customer base to further penetrate the North American market, as well as enter the South American market through Chile. The primary goal of expansion for A2Z will be achieved with careful planning and thorough market research. A2Z’s target market segment is the middle income market. A2Z will utilize a competitive pricing strategy on daily-needed products and a geographical, value-based pricing strategy for all other products. To accomplish this, the company will set prices in line with competitors, but offer greater value by providing a simplistic method of shopping and trustworthy business techniques/service to ensure customer loyalty. Another way the company will obtain customer loyalty is through A2Z’s rewards card, called the Way2EZ card, which will give customers 2% back on all purchases made at A2Z stores. The card will track company data on the demand for each product the company offers, information on customer preferences, and contact information that A2Z can use to send direct mail or online advertisements. Customers will also have the option to purchase products for a more affordable price by purchasing products from A2Z’s private label store brand, *Simplicity*. Data to set prices will be obtained by studying consumer perceptions of value and a thorough and regular analysis of demand, competitor strategy/pricing, and operating costs. Strategic alliances will be formed between A2Z and existing Chilean mom-and-pop stores to help A2Z present a positive public image and adapt to the South American culture when expanding internationally. This will also provide mom-and-pop stores access to a larger customer base by giving them the option to sell their products in A2Z stores or function as A2Z satellite store. A2Z will strive to provide its employees with pleasant working conditions in order to create a positive image for the company and encourage employees to provide superior service. In addition, A2Z will use its public relations to add to the positive image of the company. A2Z’s promotional methods will include a combination of internet and traditional advertising, direct mailing/e-mailing, sales promotion, public relations and social media.

**Company Goals**

**Mission Statement**

**“A2Z will strive to offer quality products to a wide variety of customers in a simplistic and affordable manner while emphasizing employee treatment and a world-wide well-being.”**

**Primary Goals**

* **Expand Globally via Santiago, Chile; South America** A2Z will create a global presence outside of North America by expanding into South America.  Doing so will allow A2Z to establish the business in a location that offers the potential for international growth while simultaneously remaining affordable with low shipping costs. Here, A2Z will implement carefully designed, targeted promotions in order to gain brand recognition. A2Z will aim to increase its operating area by over 200% in eight years and aim to provide its products to 90% of Chileans in ten years.
* **Form Strategic Alliances** A2Z will form strategic alliances with mom-and-pop stores in Chile to benefit A2Z and Chilean mom-and-pop stores. For more information on our strategic alliances, see *Competitive Advantages.*
* **Increase Profit** A2Z should focus on creating higher profits by keeping company costs low and product pricing constant through the formation of strategic alliances, building a bigger customer base, and establishing a good international company reputation. A2Z will aim to increase profit margins 5% per year to invest in future expansion.
* **Create a Store Brand** A2Z will form the store brand, *Simplicity*. For more information on A2Z’s store brand, see *Product.*

Please see page 6 of the *Supporting Documents* to view our secondary goals.

**Description of Customers and their Needs**

A2Z’s target market will be the middle income market. Targeting this market will allow A2Z to be successful because there is less competition then in the lower and upper income markets. Also, members of the middle income market will be able to afford products at A2Z’s prices. Members of the lower income markets will also be interested in A2Z’s products that are classified as necessities because they will not want to pay higher prices on everyday items. For this reason, A2Z should keep the lower income markets in mind for their marketing strategies, but their main focus will be placed on the middle income market who will not only purchase necessities, but also additional products from A2Z. The use of the Way2Ez card will allow A2Z to better target customers by providing the company with the information to send out promotional advertisements based on the demographic information gathered from the card. In Chile, customer buying habits tend to focus on buying items classified as necessities (See page 12 of the *Supporting Documents*), so A2Z should center their product selection around products that customers need to survive. The South American culture is accustom to stopping at many different venues to purchase their groceries, waiting in short lines at these multiple venues, and traveling by bike to buy their goods. Our research shows that Chilean customers will need the following characteristics out of A2Z stores:

**Affordability** Customers interested in A2Z are looking for products that are available to them within a price range that they can afford. It is especially important to customers that necessities are affordable so they can save money on the products they need, and in return, purchase products that they desire. This is why we recommend that the company uses a competitive pricing strategy for its products.

**Quality** A2Z customers are interested in getting the best possible quality in their products for the amount of money that they can afford to spend. We suggest that A2Z checks products frequently to ensure that all products are up to A2Z’s standards. This will ensure that A2Z customers will be receiving a product that is of the highest quality and reliability within the customer’s price range.

**Improved Standard of Living** The company’s Chilean customers will be interested in products that will improve their standard of living since Chile is a developing country. Technological products will allow for better communication, thus improving A2Z customer’s standard of living. Products such as household items and appliances will also improve the standard of living for A2Z’s target market, thus making their lives easier and more functional.

**Simplicity** A2Z should make it easier for their customers to purchase everyday products by making a one stop shop with a speedy checkout area.For more information on A2Z’s creation of simplicity, see *Competitive Advantages*.

**Positive Image** A2Z customers are interested in buying products from a business who presents a positive public image because the perception is that the company can be trusted. We recommend A2Z improves employee working conditions (*see Human Resources*), helps local mom-and-pop stores stay in business (*see Competition*), and provides community and world-wide service through public relations (*see Promotion*) to create a positive image. By creating a positive image for A2Z, the company will create customer trust and loyalty.

**Description of Pricing Strategy**

Some fixed costs to the company will include employee payroll, equipment, insurance, and utilities. Variable costs will include inventory, shipping, and mom-and-pop sales’ commissions. With all of these costs, the breakeven point for A2Z will be in month 10. Due to the variations in currency value, inflation rates, and transportation costs, pricing will vary from country to country, and even city to city. Exact prices will depend on competition in the area and also on the cost of purchasing products from the brand name companies. A2Z will seek high profit margins by implementing two types of pricing strategies. First, a value-based pricing strategy will be implemented in North America and Chile for non-essential items. This will allow A2Z to adjusted prices based on their customers’ perception of value for specific products. Also, competition based pricing strategy will be used, but only on necessity items. The competition based pricing strategy is most effective on items that have been on the market for a longer period of time and will give A2Z prices comparable to the other major competitors. Use of a Way2EZ card will be used to gain information about the demand for certain products. In addition, by researching customer perceptions of value and placing prices in-line with or above competitors, the company will place its primary emphasis on the quality of service offered, the positive company image, and the simplicity of the customer’s shopping experience, as well as the price. This strategy is effective for A2Z who will offer a more simplistic method of shopping and better service than its competitors (See *Competition*).

**Competition**

**Competitors** The major competitors in the big box company industry are:

* **Market Places**: offer a small selection of products in many different venues all throughout Chile. A2Z will offer more products in a more convenient venue.
* **Walmart/ Lider**: offer similar products throughout 81 stores in Chile to the low-mid income markets at low prices, but have a negative perception because of poor employee treatment and running mom-and-pop stores out of business. A2Z will provide products to a slightly different target market and have a positive customer perception as well as provide products to consumers in rural locations.
* **Tottus**: offers similar products as A2Z with 26 stores in Chile. A2Z is able to draw potential customers by offering faster checkout times and having more locations.

**Competitive Advantage** A2Z differentiates itself from the competition *(See Supporting Documents)* based on the following characteristics:

* **Rewards Card** A2Z will offer a rewards card program with the company rewards card called Way2EZ. When this card is presented at check out, customers will earn 2% back on all purchases in A2Z stores. Also, with a swipe of the Way2EZ card, A2Z’s systems will gather information about the demand of purchased products, information on customer preferences, and contact information that A2Z can use to send direct mail or online advertisements. This will allow A2Z to perfect their demographic and psychographic plans as well as provide the company with information on which products are selling well and which are not.
* **Simplicity** A2Z will emphasize the concept of simplicity in their stores by offering customers a store where they can find everything they need in one convenient venue. This will allow A2Z to compete with market places where consumers have to travel to different venues to get the products they need, however Lider, Jumbo, and Tottus have already adapted this concept. To compete with Lider, Jumbo, and Tottus, A2Z will use alliances with satellite stores to reach customers in rural areas where other big box companies have not reached, but mom-and-pop stores already exist. These mom-and-pop stores can function as A2Z satellite stores where *Simplicity* brand products will be sold, allowing consumers even greater access to A2Z products without having to travel to a large city. By offering a wide variety of products in many different locations, both urban and rural, A2Z customers can reduce their time and hassle spent shopping in many different locations, therefore making their shopping experience simpler. A functional store layout, including check out areas in many departments of the store, in addition to the traditional checkout area, will allow A2Z customers to find what they need quickly without having to wait in line. Other ways A2Z customers can simplify their shopping experience is with an easier method of saving money with the company’s Way2EZ card, having the choice to shop online at www.A2Z.com, and by having a simpler way to transport their groceries with the purchase of an A2Z bike bag (see *Product*).
* **Strategic Alliances** A2Z needs to form strategic alliances with existing Chilean mom-and-pop stores in order to be successful in South America. These mom-and-pop stores can sell their products (with a 6% commission paid back to A2Z) in A2Z stores, and also have the opportunity to establish themselves as A2Z satellite stores. The mom-and-pop shops that choose to partner with A2Z, also known as satellite stores, will buy discounted *Simplicity* products and sell them in addition to the specialized products they already offer. Most A2Z products sold in satellite stores will be daily needed items that Chilean citizens will not want to travel far for. For larger purchases, Chilean customers will be able to travel to the main A2Z stores. This alliance will benefit the mom-and-pop stores by allowing them to have a foothold in the big box industry, thus avoiding being run-out of business by other big box companies, gain access to a wider customer base, learning how to run a business more efficiently, and generate more sales. A2Z will benefit by eliminating the perceived concern of running mom-and-pop stores out of business, generating extra profit, expanding the *Simplicity* name, and gaining a business partner that already knows the Chilean culture, thus allowing them to adapt more efficiently.
* **Customer Loyalty** A2Z will have high customer loyalty because of their strategic alliances with local mom-and-pop stores, high standards of employee treatment, simplistic shopping methods, and rewards card. Generally, big box companies have a bad connotation when trying to expand into a new market because of the perceived concerns of running mom-and-pop stores out of business and the negative perception on employee treatment. A2Z’s customers will have a positive outlook on the company because of the efforts the A2Z Company will make to help mom-and-pop stores (see *Primary Goals*) and enforce high standards of employee treatment (see *Human Resources*). In addition, the simplistic shopping methods and Way2Ez card that A2Z offers will increase customer loyalty, which will then increase the number of repeat customers and sales.

**Marketing Mix**

**Product** A2Z currently offers a wide range of products to their customers in order to provide a one-stop venue to simplify the buying process. Some of the products sold include: fresh produce, meats, seafood, deli/bakery items, packaged and canned foods/beverages, apparel, electronics, household items, appliances, toiletries/cosmetics, craft supplies, and tools. In addition to these products, A2Z will offer additional products which you can view on page 7 of the *Supporting Documents*.

**Placement** Currently, A2Z is well established in North America and looks to expand internationally into Chile. A2Z will establish a South American and Chilean headquarters in Santiago, Chile. There will be several regional branches established throughout Chile. Once the company becomes well established in Chile, they will continue expansion into the South American market. Expansion sequence: North America, Central Chile, Northern Chile, Southern Chile, and then natural rollout to surrounding areas.

Distribution Channel A2Z offers products through many storefronts and its website, A2Z.com.

Strategic Alliances (See *Competitive Advantages*)

Logistics (See page 8 of the *Supporting Documents*)

**Price** *(See Pricing Strategy)*

**Promotion** A2Z will seek to gain high brand equity through utilizing eco-centric advertising techniques that focus on the company’s target market segments. Promotions will also focus on the specific beliefs, values, and customs that differ from culture to culture and country to country. Promotions used in each country and region in which A2Z operates in will change to reflect the cultural values of that region, based on intensive market research. See pages 9 and 10 of the *Supporting Documents* to view A2Z’s promotional mix and social media promotions.

**Economic, Social, Legal, and Technological Trends**

**Economic Trends**

* Chile’s economic freedom is scored 79th according to the 2013 index, making it the 7th freest country. The overall score has improved by 0.7 due to positive changes in the investment and business freedoms.
* The economy of Chile is ranked as a middle income economy by the World Bank, and is one of South America’s most stable and prosperous nations.
* The ease of doing business index created by the World Bank lists Chile as 34th in the world because Chile encompasses better, usually simpler, regulations for businesses and stronger protections of property rights.
* Chile’s market-oriented economy characterized by a high level of foreign trade and a reputation for strong financial institutions and sound policy have given Chile a rating of the 24th best country for business in the world and also giving Chile the strongest sovereign bond rating in South America.
* The economy has grown, on average, 5.5% every year from 1985-2009, not only the highest growth rate in Latin America, but also one of the highest growth rates worldwide.
* Chile is the lowest country risk in Latin America due to its economic stability, monetary discipline and a strong political and fiscal environment.

**Legal Trends**

* The United States and Chile are strong partners in trade and investment as well as energy, climate change, and environmental cooperation. This relationship is based on a common commitment to an open market economy as the key determinant of economic growth, development, and job creation.
* The Chilean government made starting a business easier by creating a new online system for business registration.

**Social Trends**

* United States-Chile relations, which can be traced to the nineteenth century, have improved in the period 1988 to the present to be better than any other time in history due to the rebirth of the Chile democracy in 1973.
* Chile has the best talent in Latin America and labor costs in Chile are very competitive compared to the United States and European countries.

**Technology Trends**

* Chile has the highest ranked institutions, infrastructure, macroeconomic environment, market efficiency, and correct technology array in Latin America.
* Chile has a large transportation infrastructure that connects it with the rest of the world; including a cutting edge telecommunications network, 37 airports, and 18 international airlines.

**Trade Trends**

* The United States-Chile Free Trade Agreement (FTA) entered into force on January 1, 2004.
* The United States-Chile FTA eliminates tariffs and opens markets, reduces barriers for trade in services, provides protection for intellectual property, ensures regulatory transparency and guarantees nondiscrimination in the trade products.
* Chile has more than 20 Trade Agreements with 57 countries in the world, which represents 90% of the World’s GDP.

**Human Resource Requirements**

**Personnel Plan** The following is the company’s current employee payroll estimated per 100 A2Z stores (Because of the difference in economies, Chilean employees will receive up to 60% less pay then North American employees):

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| **Company Position** | **Qty** | **Quarterly Salary per Employee** | **Total Salary per Employee** | **Total** |
| Chief Executive Officer | 1 | $187,500 | $750,000 | $750,000 |
| Chief Marketing Officer | 1 | $75,000 | $300,000 | $300,000 |
| Chief Operating Officer | 1 | $75,000 | $300,000 | $300,000 |
| Chief Informational Officer | 1 | $75,000 | $300,000 | $300,000 |
| Chief Financial Officer | 1 | $75,000 | $300,000 | $300,000 |
| Marketing Manager | 1 | $22,500 | $90,000 | $90,000 |
| Quality Control/Safety Manager | 1 | $22,500 | $90,000 | $90,000 |
| Human Resource Manager | 1 | $22,500 | $90,000 | $90,000 |
| Purchasing Manager | 1 | $22,500 | $90,000 | $90,000 |
| Distribution Center Manager | 1 | $22,500 | $90,000 | $90,000 |
| Customer Service Manager | 4 | $22,500 | $90,000 | $360,000 |
| Regional Coordinator | 8 | $17,500 | $70,000 | $560,000 |
| Accountant | 1 | $17,500 | $70,000 | $70,000 |
| Sales Representatives | 15 | $12,500 | $50,000 | $750,000 |
| Store Manager | 200 | $11,250 | $45,000 | $9,000,000 |
| Website Manager | 1 | $8,750 | $35,000 | $35,000 |
| Market Researcher | 8 | $8,750 | $35,000 | $280,000 |
| Department Manager | 700 | $7,500 | $30,000 | $21,000,000 |
| Secretary | 5 | $5,000 | $20,000 | $100,000 |
| Receptionist | 3 | $4,000 | $16,000 | $48,000 |
| Customer Service Associate | 900 | $3,762.50 | $15,050 | $13,545,000 |
| Cashier | 2,000 | $3,762.50 | $15,050 | $30,100,000 |
| Overnight Stocker | 1,500 | $3,762.5 | $15,050 | $22,575,000 |
| **Total** | 5,355 | $726,537.50 | $2,906,150.00 | $100,823,000.00 |

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**Employee Job Summary**

**Chief Executive Officer:** Oversees company functions in North America and Chile. Requirements include a master’s degree in business, skills in problem solving, judgment/decision making, speaking, and leadership, with fifteen years of senior-level managerial experience.

**Chief Marketing Officer:** Oversees marketing aspects of A2Z. Requirements include a master’s degree in marketing, skills in leadership, problem solving, management, and communication, with ten years of well-rounded marketing or business development experience.

**Chief Operating Officer:** Oversees operational aspects of A2Z. Requirements include a master’s degree with business/industry experience, skills in problem solving, decision making, negotiation, mathematics, and service orientation, with ten years of operational experience.

**Chief Information Officer:** Oversees informational aspects of A2Z. Requirements include a master’s degree in technology, skills in data processing, leadership, computer software systems, and resolving complex issues, with ten years of experience in information technology.

**Chief Financial Officer:** Oversees all financial aspects of A2Z. Requirements include a master’s degree in accounting or finance, skills in decision making, leadership, mathematics, predicting, and statistics, with ten years of experience in a mathematical planning position.

**Marketing Manager:** Oversees all marketing, sales, and distribution methods of A2Z. Requirements include a bachelor’s degree in marketing, skills in communication, leadership, management, and decision making, with seven years of experience in a marketing position.

**Quality Control/Safety Manager:** Oversees all planning and coordination of manufacturing processes. Requirements include a bachelor’s degree in manufacturing management, skills in critical thinking and understanding step-by-step processes for the manufacturing of products, with seven years of related field experience.

**Accountant:** Report on company assets, depreciation/growth, and reconcile bank statements for A2Z. Requirements include a bachelor’s degree accounting, skills in problem solving, speed thinking/processing, and mathematics, with seven years of experience with finance management.

**Human Resources Manager:** Coordinate A2Z’s workforce, including hiring/firing and interpersonal relations. Requirements include a bachelor’s degree in human resource management, skills in communication, ethics, conflict management, and problem solving, withseven years of progressive leadership experience in human resource positions.

**Purchasing Manager:** Oversees product purchasing from vendors for resell. Requirements include a bachelor’s degree in supply chain management, skills in negotiation/persuasion, analytical thinking, and decision making, with seven years of experience as a purchasing agent.

**Distribution Center Manager:** Oversees all shipping to and from vendors, distribution centers, and customers. Requirements include a bachelor’s degree in logistics, skills in critical thinking, decision making, and operation analysis with five years of related experience.

**Customer Service Manager:** Oversees company policies and procedures regarding client **services.** Requirements include a bachelor’s degree related to business, skills in communication and problem solving withseven years of progressive leadership experience in customer service.

**Regional Coordinator:** Oversees operations at A2Z regional branch. Requirements include a bachelor’s degree in business, skills in communication, leadership, sales, and management, with five years of outside sales experience.

**Receptionist:** Takes phone calls and handles client questions at headquarters. Requirements include a high school degree, skills in communication, answering phones, multi-tasking, and guest services, with three years of related experience.

**Website Manager:** Oversees website creation, updates, and purchases. Requirements include a bachelor’s degree in advertisement or graphic design, skills in communication, computers, purchasing, and computer-based design programs, with three years of related experience.

**Sales Representative:** Contacts possible customers and retailers and promotes/sells A2Z products. Requirements include a bachelor’s degree in business, skills in marketing, selling, communication, and persuasion, with five years of sales experience.

**Store Manager:** Oversees day-to-day operations in A2Z stores. Requirements include a high school degree, skills in problem solving, communication, leadership, time efficiency, and motivation, with three years of previous store or retail experience.

**Market Researcher:** Analyze the types **of** products that consumers want. Requirements include a bachelor’s degree in statistics or business sciences, skills in analytical/numerical thinking, business awareness, negotiation skills, and IT literacy with five years of related experience.

**Secretary:** Assisting in office duties at A2Z headquarters. Requirements include a high school degree, skills in answering phones, copying/faxing, multitasking, paperwork, and communication withprior experience in a professional position is preferred.

**Department Manager:** Oversees day-to-day operations in a department of an A2Z store. Requirements include a high school degree, skills in product knowledge, monitoring, organization, and verbal communication, with prior work experience in the related department.

**Customer Service Associate:** Assess customer needs and provide solutions. Requirements include a high school degree, skills in product knowledge, data entry, and customer focus, with prior experience in customer service.

**Cashier:** Handling customer transactions at A2Z stores. Requirements include a high school degree for full-time positions while part-time positions can be employed to current high school students. Required skills include customer service, mathematics, listening/patience, and communication skills, No prior work experience is required.

**Overnight Stocker:** Stocking products on shelves in A2Z stores. This position is an entry-level position and does not require an educational degree. Required skills include flexibility, basic mathematics skills, reading skills, ability to lift heavy objects, and work on their feet for long periods of time. No prior work experience is required.



**Marketing Timeline**

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| --- | --- |
| **Objective** | **Year of Plan Implementation** |
|  | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
| Modify pricing strategy *(Chief Marketing Officer, Chief Operating Officer, Chief Financial Officer, Marketing Manager, Purchasing Manager, Accountant, Market Researchers)* |  |  |  |  |  |  |  |  |  |  |
| Research Chilean retail industry*(Chief Informational Officer, Chief Marketing Officer, Market Researchers)* |  |  |  |  |  |  |  |  |  |  |
| Contact Mom-and-Pop stores for strategic alliance*(Chief Executive Officer, Human Resource Manager, Purchasing Manager, Quality Control Safety Manager, Chief Financial Officer)* |  |  |  |  |  |  |  |  |  |  |
| Establish online presence *(Chief Operating Officer, Marketing Manager, Website Manager)* |  |  |  |  |  |  |  |  |  |  |
| Begin to amass capital for global expansion *(Chief Financial Officer, Accountant)* |  |  |  |  |  |  |  |  |  |  |
| Evaluate company strategies *(Chief Executive Officer, Chief Marketing Officer, Chief Operating Officer, Chief Informational Officer, Chief Financial Officer)* |  |  |  |  |  |  |  |  |  |  |
| Implement redesigned promotional strategies (All Positions) |  |  |  |  |  |  |  |  |  |  |
| Establish Strategic Alliances (*Chief Executive Officer, Human Resource Manager, Purchasing Manager, Quality Control Safety Manager, Chief Financial Officer)* |  |  |  |  |  |  |  |  |  |  |
| Form Chilean headquarters in Santiago (*Chief Operating Officer*) |  |  |  |  |  |  |  |  |  |  |
| Hire employees for new headquarters *(Chief Operating Officer, Regional Coordinator, Human Resource Manager)* |  |  |  |  |  |  |  |  |  |  |
| Open first Chilean A2Z store (*Regional Coordinator, Store Manager)*  |  |  |  |  |  |  |  |  |  |  |
| Continue to open stores in North America *(Chief Executive Officer, Chief Informational Officer, Market Researcher, Regional Manager)* |  |  |  |  |  |  |  |  |  |  |
| Continue to open stores in Chile *(Chief Executive Officer, Chief Informational Officer, Market Researcher, Regional Manager)* |  |  |  |  |  |  |  |  |  |  |
| Evaluate company strategies and redesign as needed*(Chief Executive Officer, Chief Marketing Officer, Chief Operating Officer, Chief Informational Officer, Chief Financial Officer)* |  |  |  |  |  |  |  |  |  |  |
| Hire employees for new stores *(Regional Coordinator, Chief Operating Officer, Human Resource Manager)* |  |  |  |  |  |  |  |  |  |  |
| Form regional branches in Northern Chile *(Chief Executive Officer, Chief Operating Officer, Market Researcher)* |  |  |  |  |  |  |  |  |  |  |
| Form regional branches in Southern Chile *(Chief Executive Officer, Chief Operating Officer, Market Researcher)* |  |  |  |  |  |  |  |  |  |  |
| Open stores in cities throughout South America*(Chief Executive Officer, Chief Operating Officer, Market Researcher)* |  |  |  |  |  |  |  |  |  |  |

**Methods of Measuring Success**

Company success depends on the ability to continually assess and improve. The company will analyze the success of its goals (See *Company Goals*) by utilizing the following guidelines to ensure that both business objectives and customer needs are met.

**Exchange Demand** The demand for big box companies will be analyzed. Based on these results, A2Z will strategically analyze and determine viability of specific locations.

**Growth Efficiency** Comparing the planned timeline of 300% expansion in North America, as well as 90% of Chileans with actual progression will determine A2Z’s growth efficiency.

**Financial Performance** Overall sales volume and net profit will be measured and market share growth will be monitored to compare A2Z to competitors in terms of total sales.

**Customer Satisfaction** A2Z will distribute multi-lingual surveys (See Supporting Documents) to determine areas of satisfactory and unsatisfactory products and service and pinpoint any issues. The website will be analyzed on a monthly basis in order to stay current with customer demands. Data gathered from the Way2EZ rewards card will also help the company determine which products customers like/don’t like.

**Employee Engagement** Satisfaction will be measured through monthly questionnaires, including inquiries about employees' self-importance, comfort in making suggestions or showing ideas, the level of recognition received, and the overall loyalty felt towards A2Z.