

## Target: Becoming "The Best Company Ever"

Target is one of the fastest growing retail stores in the U.S and around the globe. Every time you see a bull's eye, you know exactly what it represents; the Target brand. The Target brand is an experience that impacts everyone that walks into a target store. It also impacts local communities as Target uses its brand to give back to local schools, homeless shelter and those displaced by natural disasters. Target uses its mission, structure, leadership, core values, and culture to make it the "The Best Company Ever."

Target Corporation is a retail store headquartered in Minneapolis, MN. The company started in 1902 as the Dayton Dry Goods company. After 10 years of substantial growth the store was renamed Dayton's Department Store to reflect its wide variety of goods and services. Wanting to become a department store chain, in 1962 Dayton's Department store became what we know today as Target and the famous bull's eye was adopted. Target had a "new idea" for its discount stores. They would differentiate themselves from other department stores by combining fashion, quality and service [1]. This brand has made Target the second largest retailer in the U.S [2] and number 19 of the worlds most admired companies according to the Fortune 500.

Target's Brand mission is to make them the preferred shopping destination for its guest by delivering outstanding values, continuous innovation, and exceptional guest experience by successfully fulfilling their Expect More. Pay Less. Brand promise. Target also believes in giving back to the community, five percent of all its profits go to local communities. Target also teams up with the United Way on local community projects and the American Red Cross.

Target's core values are promoted through a three F atmosphere. The first F stands for fast. They believe that fast service ensures that their guests have the products that they need on store shelves in a timely manner. Furthermore, it ensures that employees are readily available to answer any questions or concerns and assist guests with their needs.

The second F stands for fun. Target believes that having a fun atmosphere and treating customers like "guests" in your home will allow customers to be more comfortable shopping at their stores. They promote this fun atmosphere by using symbols such as calling customers "guest", employees are called "team members" and supervisors are called "group leaders". This promotes a family atmosphere, everyone is a part of a team and everyone is important to the overall success of the company. They also have ceremonies such as great team cards that are given daily to any individual that exemplifies outstanding leadership, work ethic, performance or simply going "the extra mile" to help a customer or team member. Additionally, team members recognize each other daily at the beginning of each shift during start-up announcements. Lastly, Target also gives a quarterly award called a Great Team Hero.

This award is given to one team member from each department that excels on all 5 performance factors.

The last of the three F's stands for friendly. One of the job requirements at Target is that you come to work with a good energetic attitude ready to serve the guests. Every time you walk into a Target store, they want customer to have an experience. They believe that coming to work with a smile will increase customer loyalty and satisfaction.

For every ten employees at the Target Distribution Center, there is one supervisor. That means supervisor cannot watch every move their employees make. Therefore there has to be a lot of trust that your employees are being responsible and doing the right things. One of the reasons they are able to do this is because of their training practices and their use of knowledgeable and experience employees to lead fellow team members.

Target employs an organic structure. After you have been at the company for a few months and the supervisors feel like you are excelling at a certain position, they will cross train you at different positions to allow to gain more experience and learn more about the operations of the company. This allows more horizontal communication, because employees are able to go to other more experience employees for help rather than having to rely on the supervisors for feedback. Furthermore, many employees share the same tasks and they are adaptable. There are also vertical lines of communications of communication. Every week the managers receive a weekly goal

and updates on how the store is doing in the regional pyramid from Senior managers. This information is passed down to the team members to assess how they are doing currently and what areas can be improved to better serve the guests.

Target's leadership style is comparable to the participative leadership style in which managers share the decision making with subordinates. This starts at the beginning of the shift at start-up. During start-up the supervisors go over the plan for the day and discuss all tasks that need to be done. They also go over the previous day during which team members recognize employees for their efforts and go over the any issues or conflicts that cause delays. The startup allows the employees to give supervisors and employees instant feedback and strengthens the efficiency of the entire team. At the end of startup employees are given a staffing sheet and according to who has choice for the day, team members delegate their own job assignments. In order for this system to work supervisor must trust their subordinates to make fair decisions without conflict.

Target Corporation has rapidly become the second largest retail store in the U.S. Target has done this by differentiating themselves through fashion, quality and service, while maintaining low prices. Target's organic structure and participative leadership has led to their efficiency in operations. And Target uses its Fast, Fun and Friendly atmosphere to ensure customer satisfaction Target uses its mission, structure, leadership, core values, and culture to make it the "The Best Company Ever."

## **Bibliography**

[2] Fortune. (2009). Worlds Most Admired Companies .

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