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FROM: HOURIG HESSERLIAN - BOOKSTORE MGR.

TO: Mr. FRANK A. STONESON - EXECUTIVE DIRECTOR.

DATE: 2.17.82.

SUBJECT: A - POOR EFFICIENCY RECORD OF BOOKSTORE. (1980-1982)

B - POOR PROFIT MARGIN OF BOOKSTORE. ( ' ' )

DETAILS: A: REASONS THAT AFFECT EFFICIENCY.

B: SUGGESTIONS TO RESOLVE ABOVE (A)

C: REASONS OF POOR PROFIT.

D: SUGGESTIONS TO RESOLVE ABOVE (C).

## POOR EFFICIENCY RECORD OF BOOKSTORE

A. FACTORS: - A 65 HOUR WEEK IS REQUIRED, TO PERFORM NECESSARY DUTIES TO BE DONE ON A WEEKLY BASIS, IN A 35 HOUR WEEK. THESE ARE JUST THE BASICS TO RUN THE STORE I HAVE DETAILED. THOSE DUTIES. TIMES ATTRIBUTED ARE AN AVERAGE - TAKING INTO CONSIDERATION, SEASONAL ACTIVITY NATURE OF THE BOOKSTORE.

- 1- ATTENDING CUSTOMERS : 5 hours Per Week average.
- 2- HANDLING MAIL ORDERS: TO HANDLE OUTGOING ORDERS, AT THE SAME RATE AS INCOMING REQUESTS. THIS IS SEASONAL - PEAK TIMES - NOVEMBER - MARCH, and AUGUST - OCTOBER. 35 hours Per week average.
- 3- BOOK KEEPING : INCLUDES MONTHLY REGISTER, INVENTORY RECORDS and REPORTS, ACCOUNTS RECEIVABLE REPORTS and DISPATCH OF STATEMENTS AND FOLLOWING UP, CASH FLOW, CREDIT CARD PROCESSING, ETC. 16 hours Per Week average.
- 4- MAINTENANCE OF STORAGE ROOM, UPKEEP, STOCKS REQUIRED IN STORE, ETC. 2 hours Per Week average.
- 5- CORRESPONDENCE 7 hours per week average.

## B. SUGGESTIONS:-

1- OUR RECORDS INDICATE THAT, ON AVERAGE, MAIL ORDER SALES FIGURES ARE 4 TIMES MORE THAN CASH SALES FIGURES. MAYBE THE BOOKSTORE SHOULD OPERATE AT PEAK SALE TIME, I.E: WEEKENDS ONLY. DURING THE WEEK THE BOOKSTORE WILL HAVE MORE TIME TO HANDLE MAIL

(3)

## ORDERS:

2. WE CARRY A LOT OF DEAD STOCK - TAKING UP SPACE, TIME and PROFITS. OUR STOCK COULD BE REDUCED, and MORE SPECIALIZED TOWARDS MAIL ORDER SALES.
3. THE LOCATION OF THE STORE, WITH RESPECT TO DIOCESAN MAIN AREAS AND STORAGE ROOM IS. RESULTING IN WASTED TIME AND EFFORT. ALSO SALES. THE LOCATION OF THE STORE MUST BE MORE PRACTICAL.
4. IF MAIL ROOM PERSONNEL WOULD BE ABLE TO HANDLE THE PACKAGING AND DESPATCH OF ALL MAIL ORDERS, THIS WOULD SAVE THE BOOKSTORE A LOT OF TIME. THIS TIME IS BADLY NEEDED FOR BETTER BOOKKEEPING AND INNOVATIONS.

(4)

## POOR PROFITS OF BOOKSTORE

A: FACTORS 1) THE BOOKSTORE HAS NOT YET RECOVERED FROM THE LARGE ACCOUNTS RECEIVABLE ACCUMULATED SINCE 1976.

2) THE BOOKSTORE HAS A LARGE, SLOW-MOVING, and COSTLY INVENTORY.

3) THE BOOKSTORE PAYS FOR THE PRODUCTION AND PURCHASING OF HOST D.R.E AND LAB curriculum needs. HIGH UNIT COSTS and CEILINGED SALE PRICES IN THIS AREA DO NOT ENCOURAGE PROFIT. WHEREAS, IT ENTAILS A LOT OF WORK IN ORDERING, PACKING AND INVOICING.

## B: SUGGESTIONS:

1. CURRENTLY THERE JUST ISN'T ENOUGH TIME TO PURSUE DELINQUENT RECEIVABLES. I WOULD HELP IN THIS AREA.

2. WRITE OFF DEAD INVENTORY.

(VERY IMP.) → 3. THE PRODUCTION AND PURCHASING OF D.R.E AND LAB MATERIAL SHOULD NOT COME OUT OF THE BOOKSTORE BUDGET. THE BOOKSTORE COULD CHARGE HANDLING FEES TO BOTH DEPARTMENTS FOR STORING, PACKING, MARKING and INVOICING CURRICULUM MATERIAL. THIS WAY THE BOOKSTORE WOULD OPERATE AT A BETTER PROFIT. CURRENT LAB BOOKS <sup>PRODUCTION</sup> COST THE BOOKSTORE MORE THAN LAB SALES PROFITS.

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I AM SURE THAT WITH YOUR LARGE EXPERIENCE AND UNDERSTANDING YOU WOULD PROPOSE MORE EXPERT SUGGESTIONS IN BETTERING THE EFFICIENCY AND PROFITS OF THE BOOKSTORE.

I AM DEVOTED TO THE JOB OF GETTING THE BOOKSTORE ON ITS FEET. I AM DOING MY BEST BUT I DO NOT LIKE THE OVERALL RESULTS OF LOTS OF HARD WORK. PLEASE LET US DO SOMETHING TO IMPROVE THIS SITUATION. I NEED ALL THE HELP, ADVICE AND IMPROVEMENT I CAN GET.

THANK YOU.