



Fortune 500 Retailer Case Study

Improving the Customer Experience by Improving the Employee Experience: Total Workforce Orchestration



One of the largest retailers in the world and a Fortune 500 company, this enterprise has multiple divisions including grocery, liquor, and convenience and employs over 200,000 people-making it one of the biggest employers in the region. Their size offers their customers major advantages, such as competitive prices, easy access to goods, and impeccable customer service. However, being a large employer also brings with it several administrative issues.

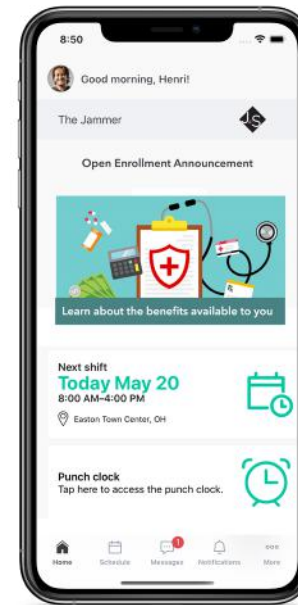
Strategic Goals

In order to maintain their market position as a leader in the retail industry and a preferred employer by hundreds of thousands of people, our customer has to consistently improve upon its offerings, strategies, and processes.

It is clear that to keep their competitive advantage and have the best team in the industry, the enterprise needs to focus on two distinct areas:

Creating a desirable employee culture: the retailer understands the importance of their workforce. It is their executives and managers that devise and implement strategy, but it is their thousands of associates that interact with customers on a daily basis. In order to ensure their entire team is satisfied and engaged at work, the company needs to utilize tools and solutions that make work more enjoyable and rewarding.

Offering an outstanding customer experience: Directly related to employee culture is the experience customers have when they visit a store. If the employees are well-trained and have the resources, they need to do their



jobs well, customers will have a memorable experience – and will return again. Our customer creates consistently strong customer experiences with the power of their non-desk workforce.

These goals are well intended. However, they are not easy to achieve, especially in an organization with over 200,000 employees and thousands of disparate locations. Their CEO saw the need to implement technology solutions that help the organization to achieve their goals.

Tackling this priority at an executive level, he implemented several solutions for training and shift management across the organization. However, those solutions had poor adoption rates of under 20%. He realized quickly that in order to improve adoption across the 200,000 employees, the company would require a *single, branded* entry point for all his team members. This would not only increase workplace efficiency and engagement, but it would also increase adoption rates.

This is where WorkJam comes in.

"Our goal is to create a best-in-class, seamless store team experience that delivers to our customer. We want to put communication and training back into the hands of our team members and give team members the knowledge they need to create unique customer experiences."

— CEO

Mitigating Growing Challenges to Meet Their Objectives

While trying to meet their high-level goals of improving employee culture and customer experience, the retail organization was met head on by several ongoing challenges:

High employee turnover rate: As is common in retail, employees come and go on an increasingly frequent basis. Recruiting, hiring, and onboarding new employees was a massive expense and our customer hired over 60,000 new employees per year before using WorkJam to improve their employee culture.

Unfulfilled employees: One of the biggest complaints their employees was that they didn't receive enough hours, or they didn't receive the hours they wanted. Rostering was an ongoing challenge that was manual, slow, and full of errors and revisions.

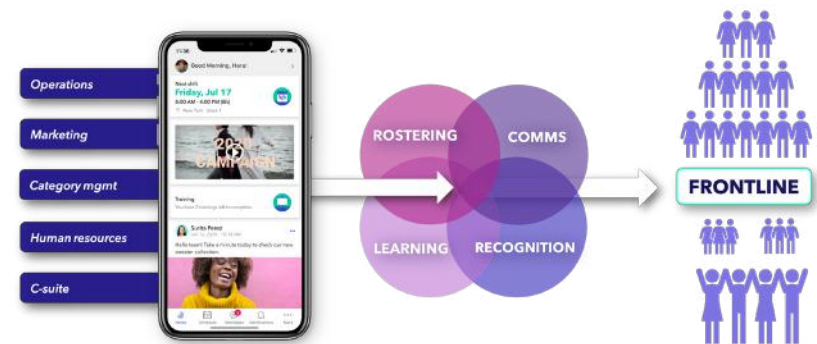
Meager adoption rate: The previous technology solutions the organization was using for training and rosters would have been effective if it weren't for their low adoption rates of below 20%. It felt like a wasted investment which was not bringing them the results they required.

Siloed departments: Most departments had their own communication tools and operations systems, which made it very difficult for cross-departmental collaboration. The fragmented eco-system was not productive on an enterprise-wide scale.

While these organization-wide challenges were difficult to navigate, WorkJam presented a *single solution* that would help achieve the retailer's strategic goals.

Introducing WorkJam

The organization wanted to overcome the challenges they were experiencing with their operations through a technology solution. WorkJam Digital Workplace unleashes the potential of an enterprise workforce through agile rostering, transformative communication, experiential learning, and tailored recognition.



WorkJam was not only able to resolve their challenges with a single app but was also able to accelerate their desired timeline. This enabled the company to achieve a competitive advantage over other retailers in their region. As a large enterprise, they were impressed to see the success WorkJam had with other enterprise clients, including Shell, AVIS, Target and Kroger. In addition, WorkJam is able to integrate with Kronos Workforce Management Solutions, which the customer uses for their back-end schedule-optimizing process.

A Three-Phased Approach to Success

Through a unique three-phased approach, WorkJam enabled them to not only reach their goals and overcome the organizational challenges they were dealing with – but the organization also achieved a 90%+ adoption rate with WorkJam from the get-go.

A data-backed organization that uses meticulous testing when informing organization-wide decisions, the proof-of-concept phase took over a year to complete. During this time, WorkJam was deployed to a small selection of stores. After the POC phase, WorkJam was paused in order to consider their decision carefully. However, this is when our customer's employees who had been using WorkJam during the POC phase spoke up – they wanted WorkJam back and they wanted it now.



This was a strong indication of the success of WorkJam – and the high future adoption rate it would garner across 200,000 employees. WorkJam went live across the conglomerate in early 2020, in time to be used during the global health crisis.

Phase 1: Employee Self Service

The first phase of WorkJam's implementation was designed to reduce bottlenecks in supervisory and management roles while giving associates and frontline employees tools to improve productivity.

Mobile Punch

Prior to WorkJam, employees punched in and out for each shift and break on a console at each retail location. Often, employees could spend up to 10 minutes standing in line for each shift, wasting precious time where they could be working. In addition, this manual punching in caused a number of payroll errors – employees sometimes forgot to punch in or out, punched in at the wrong time, or made a manual error.

WorkJam's Mobile Punch feature enables employees to punch in and out on their own phones. This saves them time walking to and from the console and doesn't require



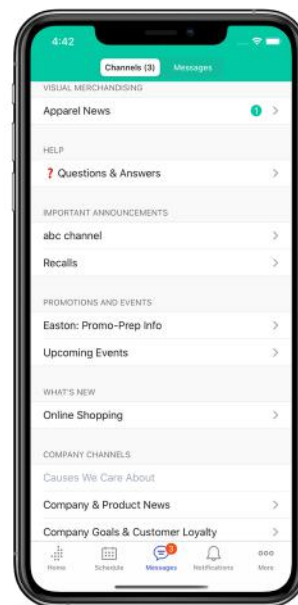
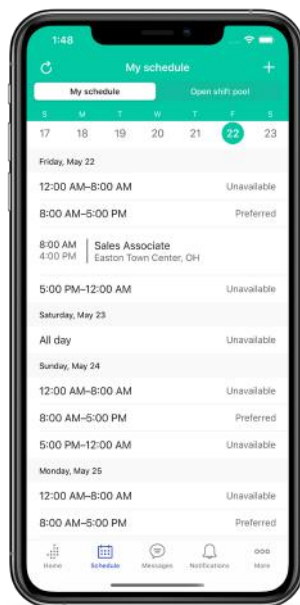
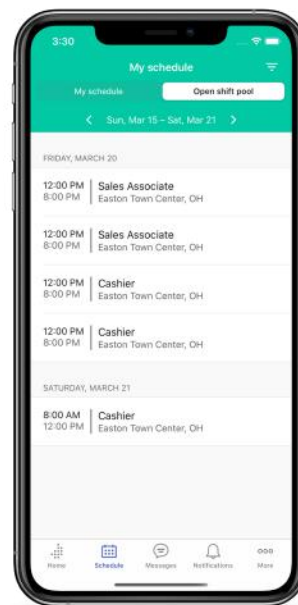
employees to stand in line during each shift. Not only is this a favorite feature noted by the employees, it is also safer during the pandemic health crisis as employees do not need to share equipment.

In addition, Mobile Punch is highly accurate with multi-point fencing. Administrators can fence Mobile Punch by location as well as who is currently on shift, so there are no inaccuracies on the timecard. This feature saves the payroll department over 25 hours per week as they no longer have to deal with numerous errors. Mobile Punch is also closely integrated with Kronos' workforce management tool.

Shift Management

Rostering hundreds of thousands of employees manually was a major expense. This meant that each location's manager spent a lot of time figuring out, creating, revising, and distributing schedules when they could have been on the shop floor leading their associates.

Shift Management was implemented during the first phase. Closely integrated with Kronos, used to create optimized schedules, WorkJam's Shift Management feature enables the retailer to distribute schedules through the app. Employees can check their schedules on their own devices without having to go to the back



room to see the schedule on the cork board.

Plus, with this tool, employee can also swap shifts with their team members at their own location, ensuring they have the hours they need. With more control over their schedules, employees are more satisfied in their roles.

Messaging and Communication

It is critical for corporate to be able to communicate with each and every member of their organization. However, sending out mass messages to employees leads to information overwhelm. Plus, not having a two-way communication solution means that associates don't have a seamless way to reach corporate or each other.

With WorkJam's Messaging and Communication features and the target audience engine, the retailer can target their communication closely by role, location, shift, badge, training, and multiple other criteria. In fact, our customer currently uses over 20,000 different target audiences in their messaging,

Phase 2: Operational Engagement

The next phase of WorkJam's deployment was focused on improving operations using technology solutions. Corporate and managers have comprehensive oversight into the frontline's experiences, while associates have the resources and tools they need to more effectively do their jobs.

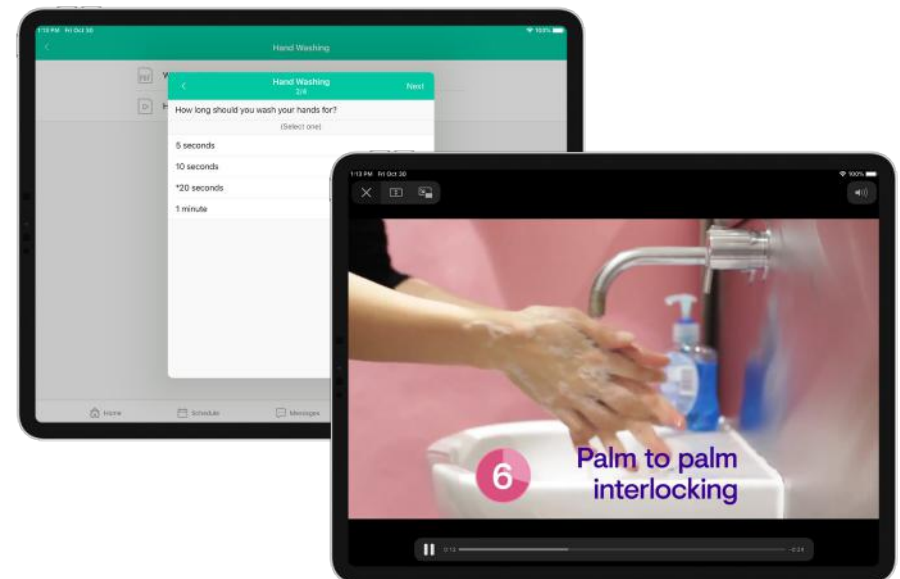
Training

Prior to using WorkJam for training, our customer was using SAP Success Factors and a mobile app as their LMS. While an excellent system for training, it received poor adoption rates of below 20% from employees, in addition to dismal course completion rates. Needing to be on the shop floor at all times, associates were not able to complete the lengthy



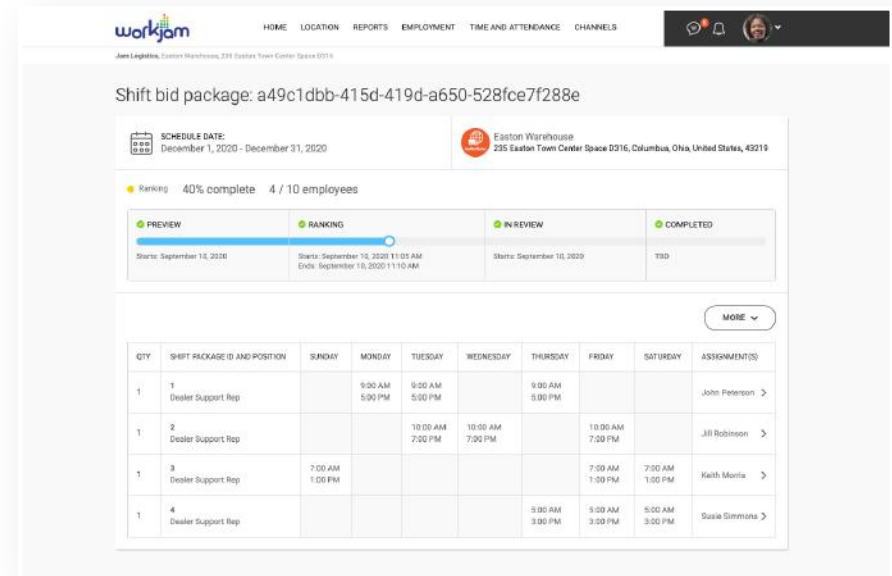
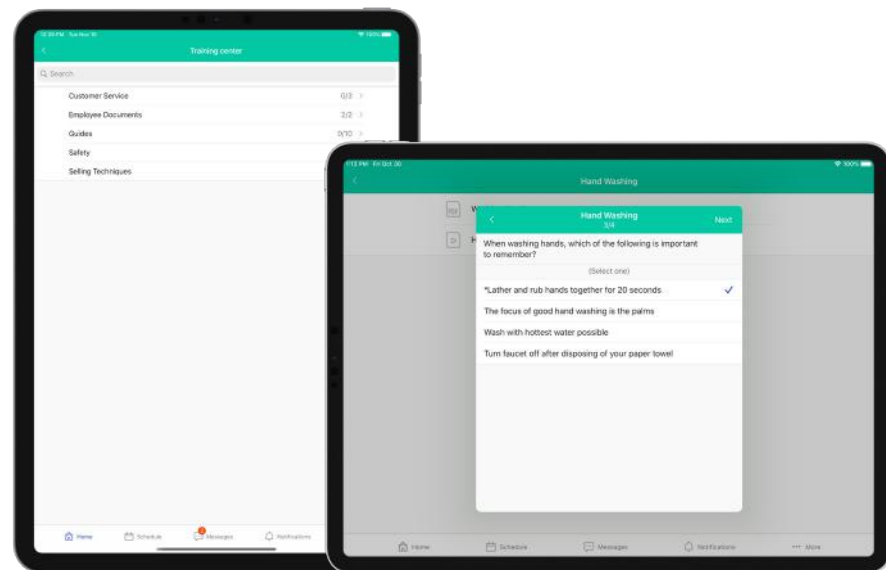
so they can reach exactly the right people.

Communication channels make it easier for associates and managers to communicate with one another. Each retail location has their own channel which managers use to share store-wide messages. Departments within each store also have their own channel, such as one for bakery or butchery, so that team members can communicate with each other easily while on shift.



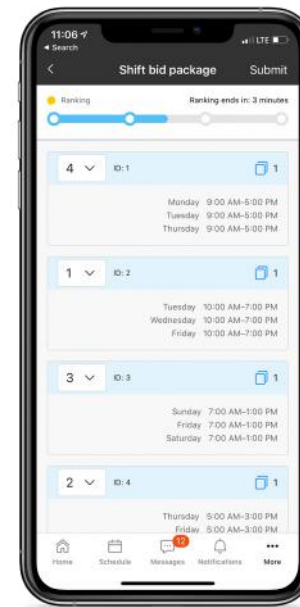
trainings that were originally designed to be taken in the back room or through a kiosk. They also weren't able to compete for the same machine – whenever they had the time, the kiosk was usually occupied by another employee taking the training. This was not an effective solution for upskilling and retraining their employees.

WorkJam extended the training feature of the existing LMS, enabling the retailer to create short micro-trainings. Employees can learn about new processes, rules, products, and other elements in bite-size training videos and instructions directly from the WorkJam app, even while on the shop floor. With the adoption of WorkJam at 90% as a result of phase 1, training and education are now also increasing: course completion rates have tripled since using WorkJam – making it easy for the organization to ensure all their staff have the training they need when they need it.



Open Shift Bidding

Our customer loves their workforce management system Kronos as it offers the most optimized schedules. However, like most workforce management systems, it considers the optimal location coverage and not the needs of the employees. As a result, employees were still finding they did not have enough hours or the hours they wanted.



Extending the Shift Management feature from phase 1, in phase 2 WorkJam expanded the rostering



capabilities in order to provide associates and managers with more freedom. With this feature, associates can swap and pick up shifts from multiple locations in order to get the hours they need. This reduces turnover significantly – and ensures the retailer meets rostering demands in specific regions or districts as needs change.

Surveys

Before WorkJam, there was no efficient way of getting feedback or responses from associates. With WorkJam's Survey feature, they can now collect details from the frontline in minutes. One of the uses for Surveys is during product recalls. If a specific product needs to be removed from the shelves, a message from corporate is sent to all employees on shift. Once they have removed all stock of the recalled item, they complete the survey to let corporate know.

Our customer also uses Surveys to conduct health checks at high-traffic store locations. This way, they can ensure no employees have COVID-19 symptoms and are not



at risk of spreading the virus. This keeps their team and customers safe.

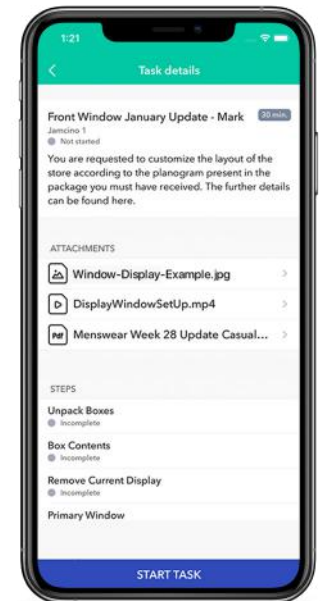
Phase 3: Frontline Workplace Orchestration

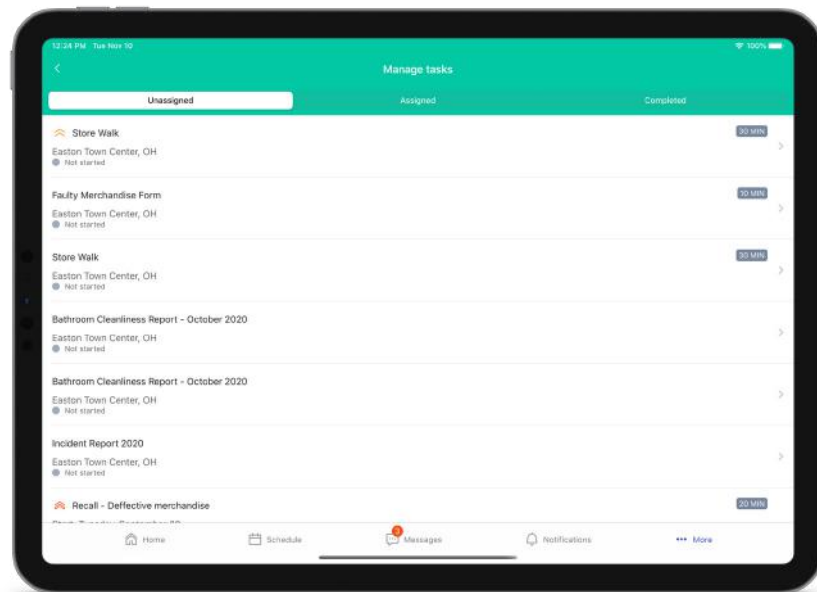
The last phase of WorkJam's implementation was centered around bringing solutions together. Using a single application such as WorkJam for a number of aspects – including punching in, rostering, messaging, training, and more, ensures that these tools play in unison and work effectively together. With an adoption rate of over 90%, it's clear employees on the ground proactively use the solutions to help the organization reach its goals.

Task Management

Instead of having a manual task list for each shift, which can be difficult to reference and keep updated, the organization uses WorkJam's Task Management. Corporate and managers can see when employees have completed priority tasks and when tasks are in violation. If this happens, they can enact next steps to ensure compliance is met.

For example, if during a store audit a manager notices that a fire extinguisher is expired, she can mark it as a violation. This can automatically trigger a new task to have the fire extinguisher replaced.





Following that, a micro-training on the importance of fire safety can be sent to employees of the store, and a targeted message can be sent to everyone currently on shift to ensure the new task is completed.

Shift Offering Experience

Building on the Shift Management and Open Shift Bidding features deployed in phase 1 and phase 2, WorkJam further expanded the rostering capabilities in phase 3. Woolworths Group did not have the ability to automatically see how many hours each employee was scheduled for, what their hourly cost was, or what their employment status was. They also did not have visibility into compliance, union, and labor laws they needed to follow for each employee. All of this needed to be checked manually by store managers when

rostering every 2 weeks.

With WorkJam's Shift Offering Experience, managers now have greater insight into their workforce when rostering, giving them the ability to create effective schedules without any personal bias. WorkJam integrates directly with Kronos to achieve the most effective schedule and overlays all compliance, union, and labor laws to ensure everything is in line.

Shift swaps and rostering changes are more streamlined and follow the same compliance, union, and labor rules, so managers don't need to oversee each shift change to ensure it is allowed. There is a clear audit log which shows details for each employee, creating objective and efficient rostering.

Achieving a desirable employee culture and outstanding customer experience

Within a year of WorkJam going live at Woolworths Group, a lot has changed. Through Mobile Clock, Shift Management, Messaging and Communication, Training, Open Shift Bidding, Surveys, Task Management, and Shift Offering Experience, Woolworths is well on their way to achieving their organizational goals.

Employee turnover is down because associates have more control over their schedules and their financial future. Completing their tasks is easier thanks to effective training and tools. Store managers can automate many of their manual back-office tasks in order to spend more time on leading their teams on the shop floor. From a corporate

perspective, there is greater cost savings and productivity – and it is clear employees across the board are happier and more engaged.

What do happy employees do? They create a better experience for their customers. Store locations are perfectly staffed with the right team members, managers are available to field questions and provide guidance, and everyone has the training they need to feel confident in their roles.

While almost 100 years old, Woolworths Group is a front-runner in the retail industry. They understand what needs to change, and they invest in the tools to enable those changes. The results are clear: Woolworths Group has a competitive edge because of their commitment to their employees and their customers.

