

Optimizing employee experience to enable growth and scalability in food and beverage

How Rizing can help your food and beverage organization deliver a better experience for your people using Qualtrics and SAP SuccessFactors.



The retail food and beverage sector employs millions of people around the world - more than 5.3 million in the US alone. However, the sector has been through huge upheaval due to the pandemic, and is still in a state of flux.

One of the biggest challenges for the sector is the skills shortage. Low wages, strenuous workloads, supply chain challenges – and, of course, the challenges of working in public-facing settings during the pandemic – have led to what many are calling the “Great Resignation”. As a result, businesses are struggling to recruit quality talent, and those who have remained in the industry are taking a serious look at their availability, and options with regards to when and how they work.

When an employee does join a new business, they’re also often expected to hit the ground running – sometimes with minimal onboarding. Typically, onboarding and training is provided on the job – often by staff who are time poor and juggling multiple responsibilities.

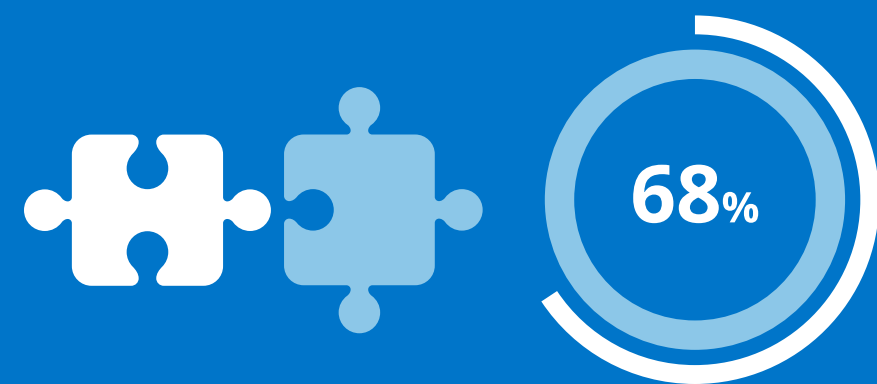
Retail food and beverage employers also face the ongoing challenge of managing a complex workforce, with varying roles, levels of seniority, contracts and terms. While some are salaried employees in a head office, others are on the floor in a warehouse in casual positions, and others are in contract roles on various distribution routes. It’s not uncommon for employees to work shifts across several companies under an umbrella group, or as part of a franchise. This can make managing payroll and distribution commissions, and recording time and attendance, very complex.

To add to the complexity, many retail food and beverage environments have very limited technology in-store, and employees must often share devices. This means there is simply no room for technology that is slow or hard to use.

In this eBook we explore some of the core challenges that relate to the employee experience in the retail food and beverage sector, and explain how a solution from Rizing can help.

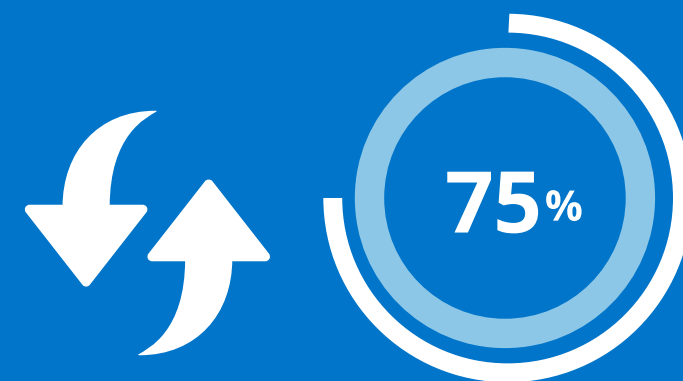


The state of employee experience in retail food and beverage:



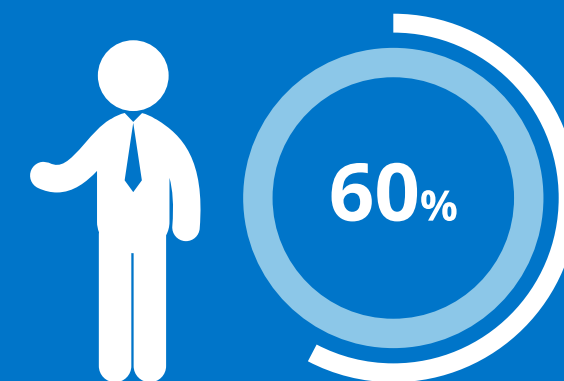
Disconnect

between retail workers and head office – 68% of retail workers said feedback is very or extremely important to them, but 37% of workers don't feel heard by their organization.³



Poor Communications

and feedback loop – estimates say that at the start of 2019, employee turnover rates for the food service industry were as high as 75%, meaning restaurants can expect to lose three out of four employees over the course of a year. In the quick-service industry, this rate can be as high as 130-150%.⁴



Staff Turnover

– there is 60% employee turnover in the retail industry.⁵ 27% of retail leaders said turnover was their biggest challenge, with 37% of retail workers saying they want to quit their jobs due to a combination of poor management, pay, benefits and poor communication.⁶



Inefficiency

– poor employee experience translates into 230 million+ days of lost productivity and \$19 billion in costs for recruiting, hiring and training.⁷

In this eBook:

Challenges for retail
food and beverage

How to innovate
with technology

Why Rizing?

Is your employee
experience up to scratch?

Success stories:
Sobeys Inc and Sephora

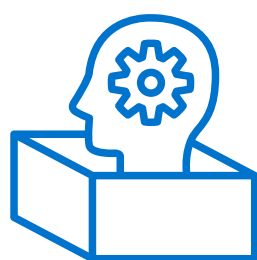


Challenges for retail food and beverage

When it comes to employee experience, specific challenges for the retail food and beverage sector include:

“**Millions of retail and food service employees — including restaurant workers — quit their jobs in the last five months of 2021 as the “Great Resignation” continued, hindering attempts by retailers and restaurants to speed their recovery from the COVID-19 pandemic.**”

Marsh – How can retail, restaurant, food and beverage companies tackle worker shortage risks?²



Skills shortage

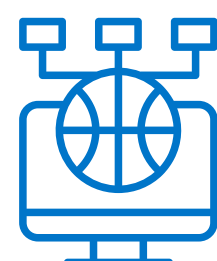
The retail food and beverage sector was heavily impacted by the pandemic, and a lack of staff is an ongoing problem. Many workers have left the industry due to its volatility, as well as supply chain challenges, and the challenges of working in public-facing environments during a pandemic. As a result, businesses are struggling to recruit quality talent, and those who have remained in the industry are able to call the shots with regards to when and how they work.



Payroll, time and attendance

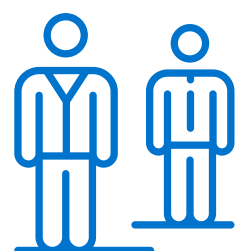
Retail food and beverage workforces can be complex – comprised of those who work in head office roles, as well as those on the shopfront floor. There is often a complex and diverse mix of roles, pay grades, payment terms and shift requirements. For organizations, managing this complexity can be very challenging, and it’s easy for errors to occur. Similarly, many retail employees are often at the lower end of the pay scale, and requests for up-front payments or salary advances can be frequent.

This complexity is further exacerbated by the fact that many retailers only have limited technology at their disposal, and staff are often required to enter their time and attendance on shared machines.



Use of technology in food production and delivery

Technology – in particular artificial intelligence and eCommerce - is dramatically changing the food and beverage sector. Processes associated with food production, processing and delivery are becoming increasingly automated – driving greater sustainability and efficiency.⁸ However, the adoption of technology also means there is a greater requirement for learning and development, particularly for those in head office or managerial roles. When certain processes are automated and reliant upon technology, it can also add another dimension to the onboarding process.



Retention

While it’s hard for retail food and beverage to attract employees, the growing skills shortage means it’s also hard to keep them with the organization. This means providing a quality experience from the moment employees start working.



Customer experience

Retail food and beverage operations are subject to an extremely close link between employee and customer experience. Unhappy employees can have a very real and direct impact on the experience that a customer receives when they visit, and determine whether or not they return. This can also have a direct impact on revenue. Employers are therefore under increasing pressure to understand employees’ needs and deliver an optimal experience.

Is your employee experience up to scratch?



Flexibility

Do you support flexible, hybrid ways of working?



360° view

Do you have end-to-end HR software in place?



Payroll

Is your payroll smooth and efficient?



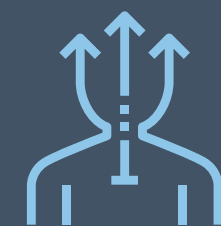
Learning and development

Do you support continual learning?



Incentives

Do you support pay for performance?



Support for growth

Do you enable continuous performance management?



Leadership

Are you building a generation of future leaders?

How a modern technology solution can help

Having digital HCM tools in place - like SAP SuccessFactors and Qualtrics - can help ensure that food and beverage retailers are able to deliver a quality employee experience that helps drive loyalty and improve staff retention in this fast-moving sector.

Key features to prioritise for retail food and beverage

Payroll, time and attendance

It's not uncommon for organizations to waste thousands of dollars every month addressing administrative or compliance issues to do with HR management or payroll. In fact, typical error rates are between 1 to 8% of total payroll when companies do not use robust payroll solutions. Even though the cost for non-compliance can be significant, most companies underestimate the level of risk they currently hold by using out-dated payroll software. Instead, a modern solution should be based on accurate, automated and centralised data.

Employee self-service

Today, employees simply expect to have self-service facilities at their fingertips when it comes to their HR experience – whether it's submitting a leave request via an app, viewing payslips or digitally signing a contract. These tools should also be incredibly simple, logical and easy to use – without any training. When retail or beverage organisations don't provide sophisticated, self-service tools, it's very easy for employees to become disgruntled and frustrated – and to leave in search of a company with more modern

and efficient ways of working. This is particularly the case when time and attendance needs to be recorded on a shared device.

Quality onboarding

In retail food and beverage, workers are typically expected to hit the ground running – with minimal training. This is when mistakes can occur, and when workers don't get the support or information they need to do a quality job.

63% of retailers say they are investing more budget into overall employee experience, 32% plan to invest more into communication and 23% of retailers plan to invest more money into feedback.⁹

Robust HCM software plays an important role in ensuring employees have all the information they need, from the outset.

Features to attract and retain staff

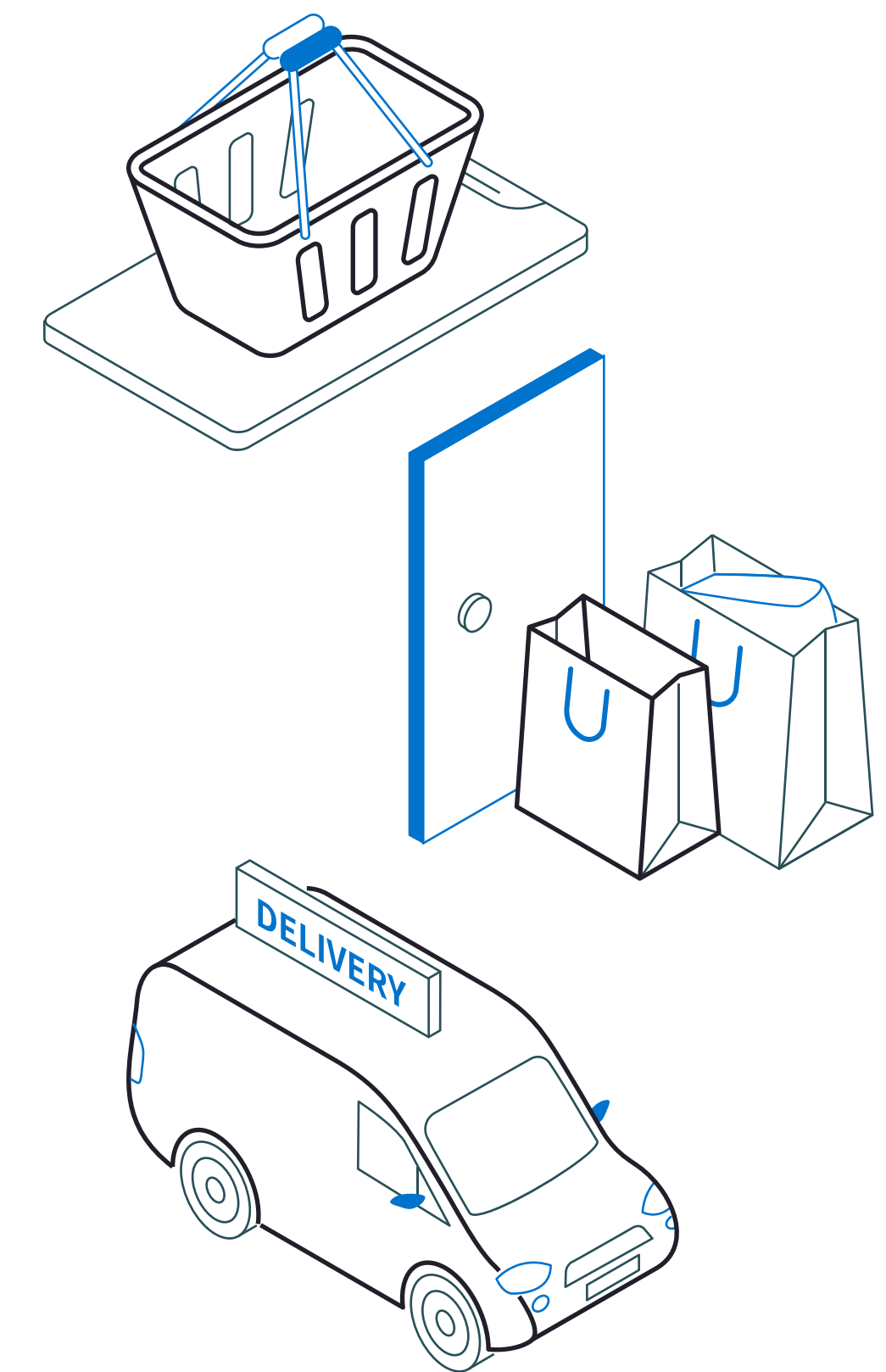
Given the major skills shortage in retail food and beverage, your HR software needs to support you in processing both new and internal applicants quickly and efficiently, while also helping you attract the right talent to

your recruitment funnel. This means including features for recruiting marketing (for attracting and engaging top talent), recruiting posting (for seamless posting to job boards) and recruiting management (for selecting and hiring the best candidates) to drive better results.

Support for continual learning

Ensuring your workers can continually develop and grow their skills is essential for

staff retention – especially given the growing digitalization of the sector. It's also important in ensuring you are delivering quality services, and ensuring everyone is aware of, and committed to meeting, relevant legislation and requirements. A modern HCM solution should enable employees to develop new skills, share ideas, and gain insights, making them more motivated and productive.





Improving employee productivity and efficiency for Sobeys Inc

Sobeys Inc. is one of only two national grocery chains in Canada. To continue to grow in an increasingly competitive environment, Sobeys wanted to improve its employees' efficiency. With a goal of transforming into a national company, the grocer needed an integrated, harmonized human resources solution that allowed it to fully automate HR processes and provide self-service to the greatest extent possible. Because of the sheer size of its workforce, only the best solution, implemented and guarded by the best support organization, would do.

By choosing Rizing to implement SAP SuccessFactors, Sobeys has been able to integrate its HR processes with other core business solutions, like payroll, harmonise processes across the country, and deliver a better and more engaging experience for its 90,000+ employees. SAP SuccessFactors now plays a key role in helping the business achieve its employee management and growth goals.

How Rizing helped give Sephora's HR a digital makeover

Sephora is one of the world's leading beauty retailers, with 2,600 stores in 38 markets, and 40,000 in-store and head office employees.

Previously, Sephora was relying on paper-based processes and disparate on-premise solutions to manage its HR, onboarding and employee experience. This placed a heavy administrative burden on store managers, who recruit and onboard approximately 15,000 new employees every year. Store managers would have to leave the shop floor and use a back-office PC to update employees' information, or access HR services on their behalf, which took them away from serving customers.

Sephora engaged Rizing to implement a solution called MySephoraCareer, which includes multiple solutions from the SAP SuccessFactors Human Experience Management Suite, and the SAP SuccessFactors Mobile App. This new system serves as a one-stop shop for HR processes, and provides a master repository for all employee data. It has dramatically

improved overall employee experience – enabling continuous performance management and digital review processes, which increase satisfaction and efficiency. By digitalising its HR, Sephora has also eliminated a huge amount of administrative work for store managers and employees, freeing them to dedicate more time to the business.

With MySephora Career:

83% faster to hire new people, saving store managers 1.5 hours of paperwork per new recruit

98% increase in the number of candidates as a result of posting job openings on Sephora's careers website and external social channels

600 candidates per job requisition, compared with up to 20 previously

20 mins to complete the hiring process for a new employee, down from 2 hours in the past

A black and white photograph of a smiling man with a beard, wearing a white shirt and an apron, holding a long baguette. He is standing in a bakery with shelves of various breads in the background. A blue square is in the top right corner.

Ensuring a positive employee experience: **a checklist**

FLEXIBILITY

Do you support flexible, hybrid ways of working?



Challenge:

According to a recent KPMG survey, the top 3 priorities for employees post COVID-19 are: increased flexibility (41%), option to work remotely (39%), and more frequent communication (34%).^{iv}



Solution:

Updating your HR processes and policies to support a remote workforce, and providing the technology that people need to work reliably and efficiently from anywhere, at any time.

360-DEGREE VIEW

Do you have end-to-end HR software in place?



Challenge:

Many HR solutions serve merely as filing cabinets for record-keeping and are siloed from talent; preventing companies from making workforce decisions based on a 360-degree view of the employee.



Opportunity:

Investing in HR software that offers a central view of your employees, with support for organisational data, personal data, time off and payroll data, with full employee lifecycle process support.

PAYROLL

Is your payroll smooth and efficient?



Challenge:

Employees can very quickly become frustrated when their pay is inaccurate, or when errors occur. In fact, typical error rates are between 1 to 8% of total payroll when companies don't use robust payroll solutions.



Solution:

A modern, end-to-end people management solution based on accurate, automated and centralised data that is compliant across multiple countries and jurisdictions.

LEARNING AND DEVELOPMENT

Do you support continual learning?



Challenge:

Ensuring your employees can continually develop and grow their skills, and that everyone in your business is aware of, and committed to meeting, relevant legislation and requirements.



Solution:

Modern HR technology that enables employees to develop new skills, share ideas, and gain insights, making them more motivated and productive. Ideally, it should support formal, compliance-related training, as well as informal, self-directed training, mobile learning and extended enterprise training.



INCENTIVES

Do you support pay for performance?



Challenge:

Employee compensation is the largest expense for most companies, yet compensation planning that relies on e-mail and spreadsheets can be error-prone, unsecure, and unproductive.



Opportunity:

A modern HR solution to help business leaders, compensation managers, and HR professionals dramatically improve budget accuracy and reduce risk, by providing data to help managers determine who is truly high-performing and reward them appropriately.

SUPPORT FOR GROWTH

Do you enable continuous performance management?



Challenge:

If your talent is not aligned to your desired outcomes, you risk not delivering the results required. Performance being measured yearly or twice yearly is a practice that is fast being phased out, as the focus shifts to providing team members with continuous, meaningful feedback and coaching.



Solution:

Modern software that enables managers to align employee activities with organisational strategy and monitor the performance of achieving those goals.

LEADERSHIP

Are you building a generation of future leaders?



Challenge:

While HR needs to ensure that current leaders are in place and working effectively, it is equally critical to ensure a healthy pipeline of future leaders who are recognised, mentored and developed early to support company strategies.



Solution:

Modern HR software that helps HR professionals identify and develop the talent needed to improve organisational strength and achieve today's business goals, while providing visibility and planning for future growth.



How can Rizing help?

Rizing is a leading technology firm with deep human capital management experience. We are a retail industry SAP services partner of choice and were awarded Partner of the Year at the SAP Retail Excellence Awards.

We help retail food and beverage organizations accelerate their digital transformation through leading SAP professional services. Our Human Capital Management (HCM) team specializes in best-practice cloud technology powered by SAP SuccessFactors, which supports the full employee lifecycle.

Find out more

Interested in evolving your organization's human resources technology? Request an assessment and industry benchmark from our expert team.



- 1 Thrive, Driving employee engagement in the food and beverage industry, [online], <https://blog.thrive.app/driving-employee-engagement-in-the-food-beverage-industry>
- 2 Marsh, Retail restaurant food beverage companies worker shortage, [online], <https://www.marsh.com/us/industries/retail-wholesale/insights/retail-restaurant-food-beverage-companies-worker-shortage-risks.html>
- 3 PRN Newswire, 37% of retail workers don't feel heard and want to quit, [online], <https://www.prnewswire.com/news-releases/37-of-retail-workers-dont-feel-heard--want-to-quit-as-new-nudge-report-reveals-63-of-retailers-investing-in-employee-experience-in-2022-301497210.html>
- 4 PRN Newswire, 37% of retail workers don't feel heard and want to quit, [online], <https://www.prnewswire.com/news-releases/37-of-retail-workers-dont-feel-heard--want-to-quit-as-new-nudge-report-reveals-63-of-retailers-investing-in-employee-experience-in-2022-301497210.html>
- 5 National Retail Federation, referenced by Rizing Retail Presentation
- 6 PRN Newswire, 37% of retail workers don't feel heard and want to quit, [online], <https://www.prnewswire.com/news-releases/37-of-retail-workers-dont-feel-heard--want-to-quit-as-new-nudge-report-reveals-63-of-retailers-investing-in-employee-experience-in-2022-301497210.html>
- 7 Human Resources Today, referenced by Rizing Retail Presentation
- 8 BEBS, 5 trends in the food and beverage industry for 2022, <https://web.beps.org/5-trends-in-the-food-and-beverage-industry-for-2022/>
- 9 PRN Newswire, 37% of retail workers don't feel heard and want to quit, [online], <https://www.prnewswire.com/news-releases/37-of-retail-workers-dont-feel-heard--want-to-quit-as-new-nudge-report-reveals-63-of-retailers-investing-in-employee-experience-in-2022-301497210.html>

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