

ADD A **POP** OF PROTEIN TO YOUR MEAL

BEEF
\$2.99

CHICKEN
\$2.49

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\$1.49

HR in Retail: What's New?

Andrey Kulikov, SAP SuccessFactors / 07.11.2018

Retailers believe it's important to equip store associates with real-time product and inventory information to serve shoppers better

71%

Retail associates can engage effectively with digitally advanced customers

27%

Vox Populi

"A bit hard keep **work life balance**" (in 110 reviews)

"Very **long hours** as well as nights sometimes holidays wouldn't be selected best for everyone" (in 106 reviews)

"No bonuses, **no work-life balance**" (in 26 reviews)

"Guant sans se soucier des conditions **de travail**" (in 44 reviews)

"**Hard work**, definitely not for everyone" (in 40 reviews)

"**Work life balance** sometimes not there" (in 823 reviews)

"They schedule u an 38 hours so they don't have to give **full time** benifits" (in 1163 reviews)

"**Long hours** are tough but manageable" (in 1050 reviews)

"Not enough hours when you're **part time**" (in 867 reviews)

"Having timely response from **upper management** when needed" (in 702 reviews)

"Possible to move up quick but then very **hard to move** past Jr" (in 66 reviews)

operates **based on seniority** so there are a lot of opportunities for employees who have been there longer" (in 54 reviews)

"**Hard work** will pay off but it can take a long time to break thru the "club"" (in 92 reviews)

Hard to change mindset of people who are not open to new ideas
Bad IT infrastructure

Salaries , Continious Change ,Career Opporunities

К сожалению, не могу ничего сказать хорошего про эту компанию. Сначала очень нравилось, но спустя пол года начался бардак. Зарплата все меньше и меньше (при том что прибыл возрастала), а обязанностей все больше. Начанал с ЗП 40000-42000, а когда уволялся, она составляла 32000-35000. Да и отношение к сотрудникам не очень хорошее! (Ну это мое личное мнение)

Это кошмар. Директор обещала помогать, обещала отсутствие проблем. Если вдруг что, попроси - помогут. Ничего подобного! Пашешь как лошадь. Никакого уважения,никакой команды,никакой помощи. Вечные заговоры,подставы,штрафы и объяснительные. Вечные оры и разбирательства. Воровство!!! Перерывов нет почти,

Постоянная нехватка кадров, работа по 14-16 часов, оплата 10,5 часов. Переработки не оплачиваются.

отсутствие квалифицированного
руководящего состава

отсутствие перспектив

В руководстве не понимают работников
и не хотят понимать.

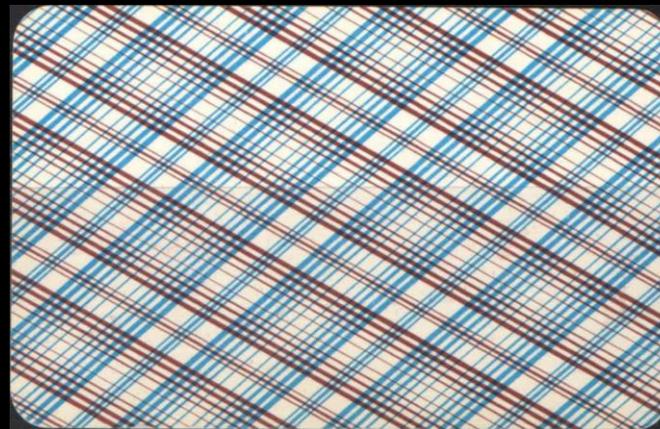
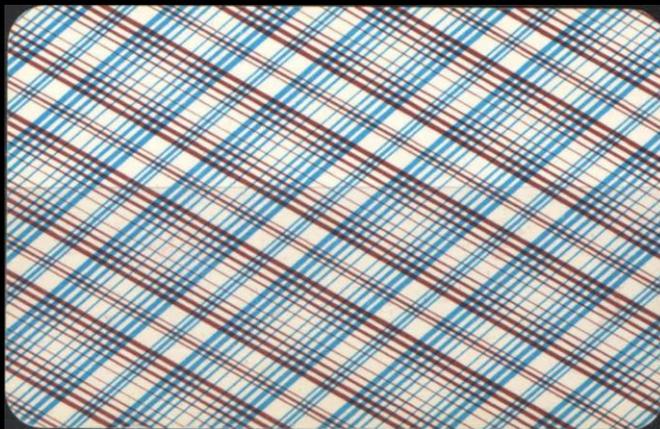
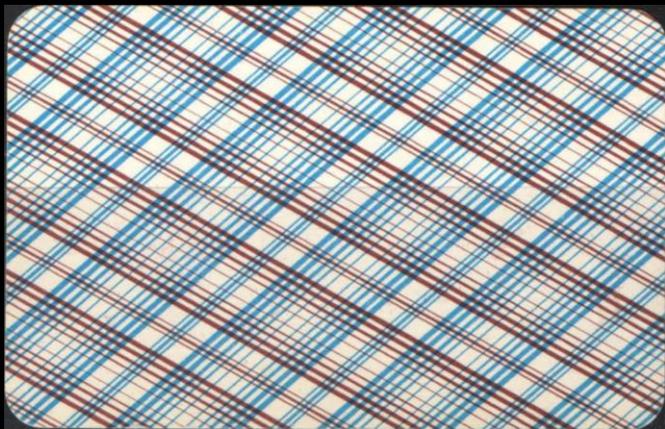
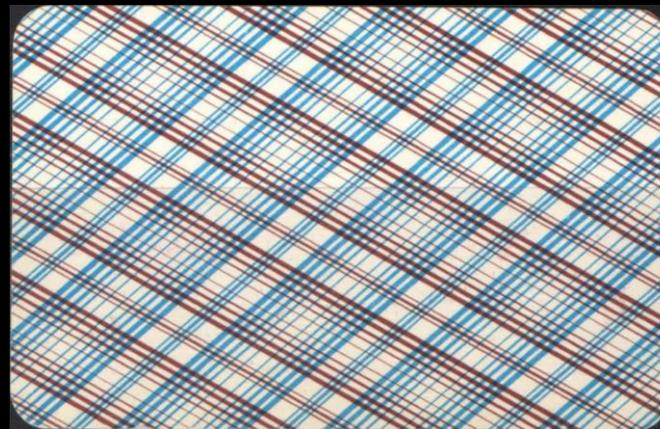
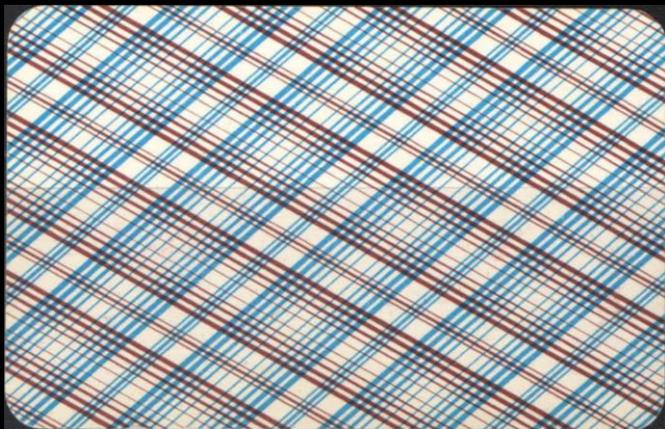
неоплачиваемые переработки, не
доплачивали за выход в праздничные
дни, обед всего 30 мин за 12-ти часовой

Наказание за мелкие ошибки твоей
зарплатой

Коллектив разбит на кучки, нет сплоченности.
Премии от магазина я за 3 года не разу не видел 100% часть премии.

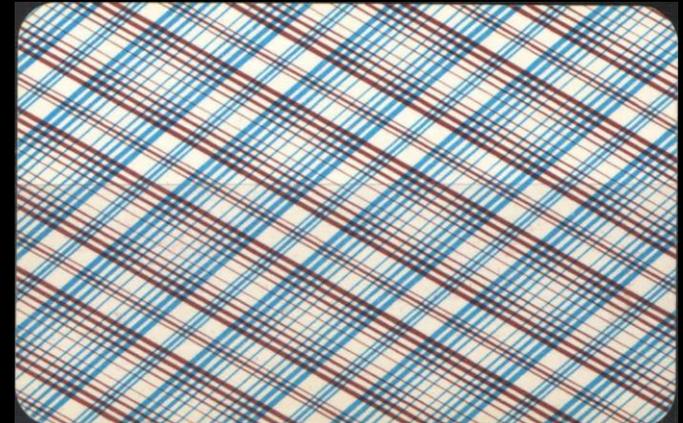
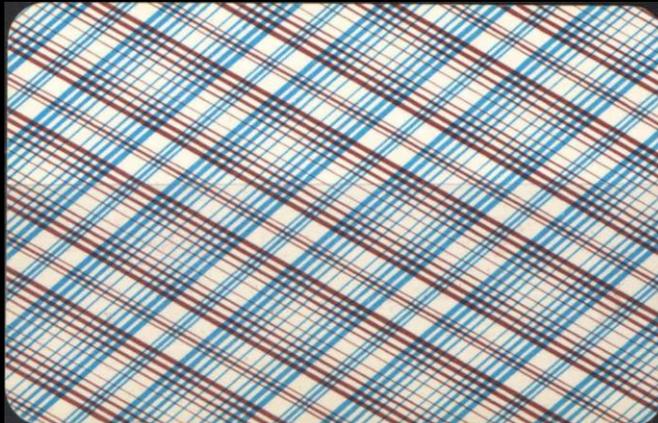
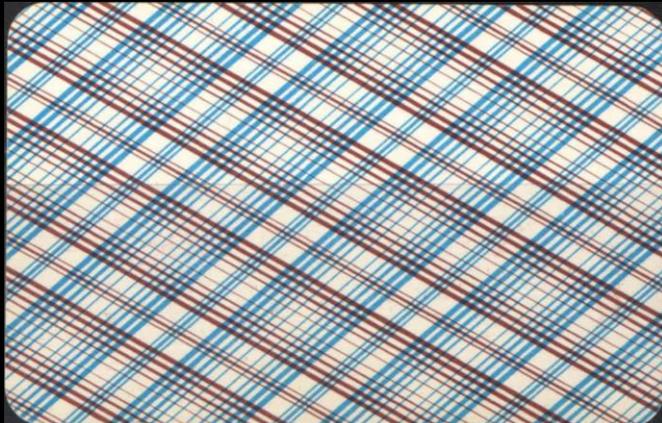
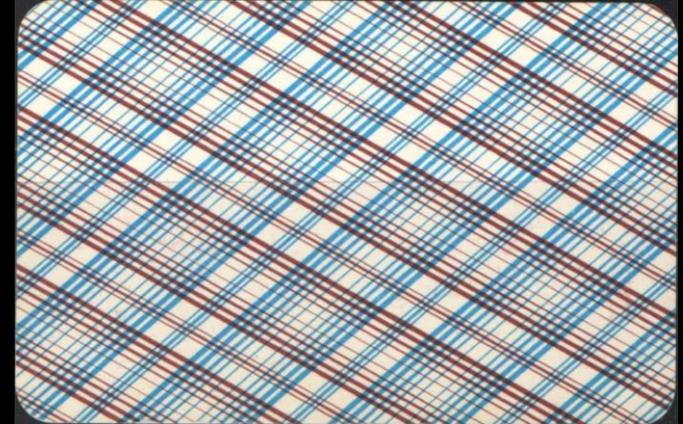
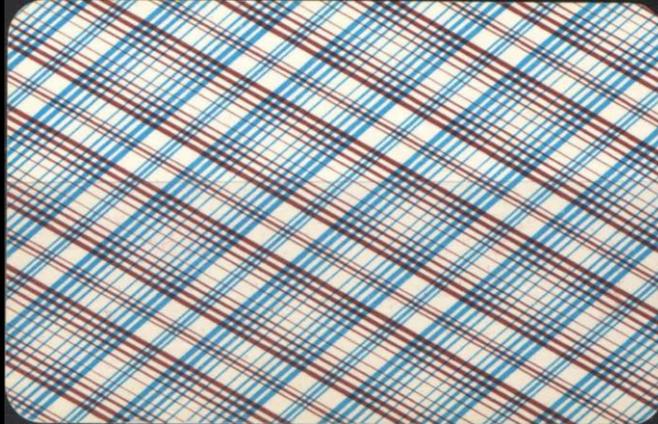
Жесткая дисциплина и тотальный контроль немного выбивал из рабочего ритма,

What Others Are Doing?



What Others Are Doing?

Constanly educating
employees



Walmart

Investing in trainings to increase sales and improve quality for customers

200

Training Centers were created for employees, who wanted to grow

75%

Of stores are meeting the customer quality standards now. It was 16% only several years ago.

“We now have more candidates looking for career, not only a job”

Tina Budnaitis, the manager of Walmart No. 5260 in Rogers.



<https://www.nytimes.com/2016/10/10/upshot/how-did-walmart-get-cleaner-stores-and-higher-sales-it-paid-its-people-more.html>



Walmart Appreciation
Streamline Share Motivation
Communication Celebrate

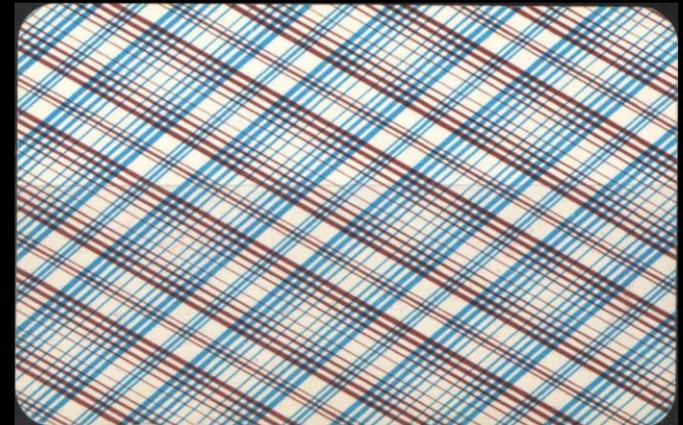
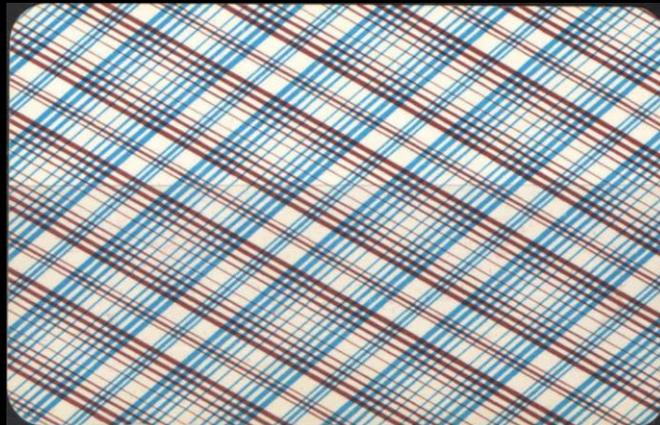
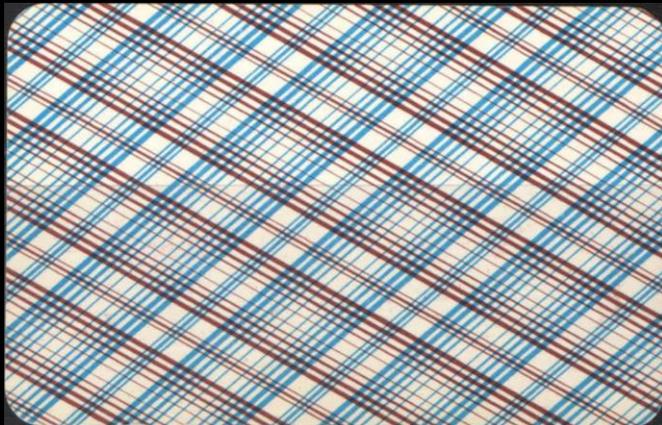
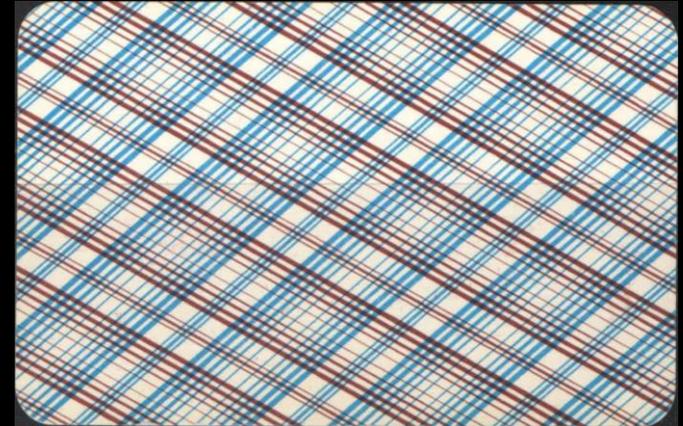
- Walmart logo
- Respect for the Individual
- Service to the Customer
- Achievement Through Innovation
- Commitment to the Community

VR for Black Friday Trainings

What Others Are Doing?

Constantly educating
employees

Implementing Agile



Vkusvill

Food retailer build on self-organization principles

300

Stores in 2016. They started with 1 store in 2009.

0

Fines and KPIs for employees

<https://www.youtube.com/watch?v=KDN4xjl43xQ>





Sberbank Gone Agile

4000 employees are organized into «tribes» (150 employees in each) (25% business users, 75% IT)

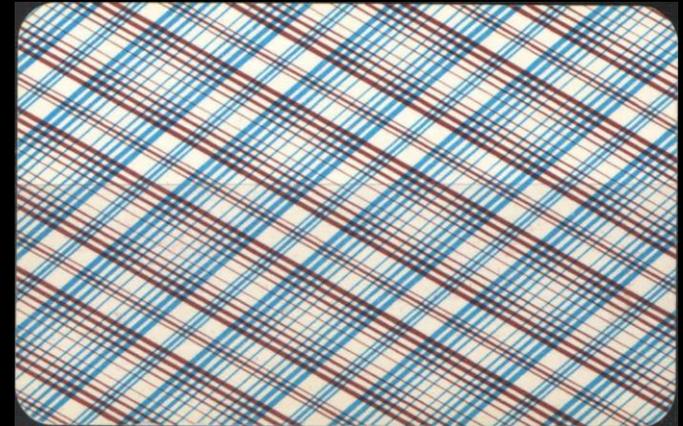
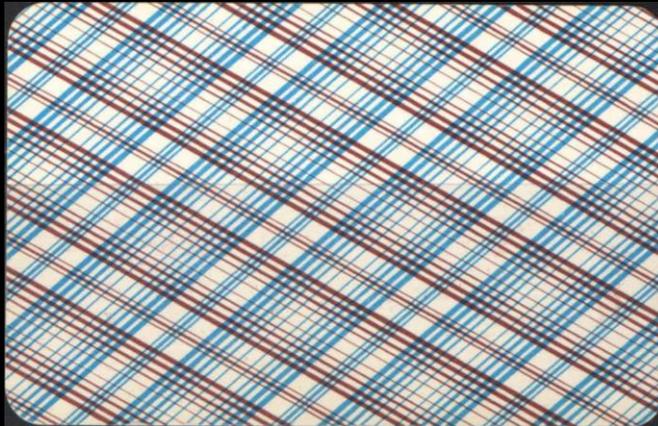
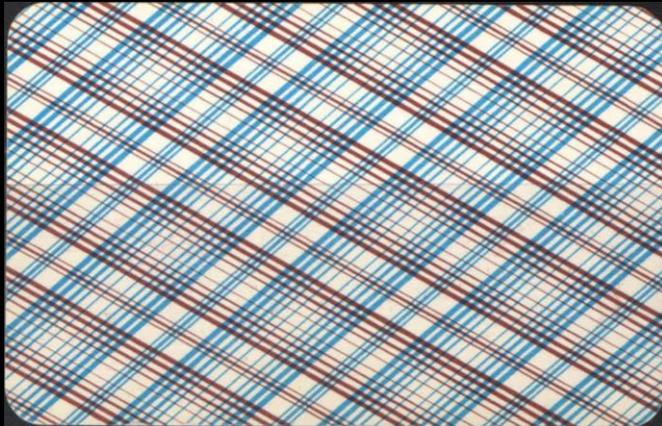
Goal: introduce new products to the market every 2-3 months (instead of 2 years)

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employees

Implementing Agile

Promoting Responsibility



Costco

Corporate Culture of Responsibility

98%

Store managers are assigned
come from internal candidates

94%

Employees' retention rate
among those who worked over
a year

\$22

Per hour– average wage.
For comparison Walmart
has \$13,38

10

Years –career planning
horizon for roles in senior
management

«Employees are constantly creating innovations and optimizing their work, so
Costco can pay them more»

Zeynep Ton, professor at MIT's Sloan School of Management

GAP allowed employees to exchange their working shifts with the help of special messenger

95%

Of participants reported that this app helped them to improve their working schedule



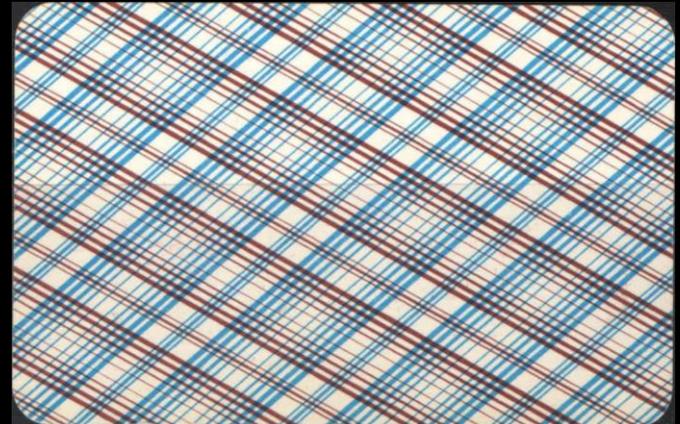
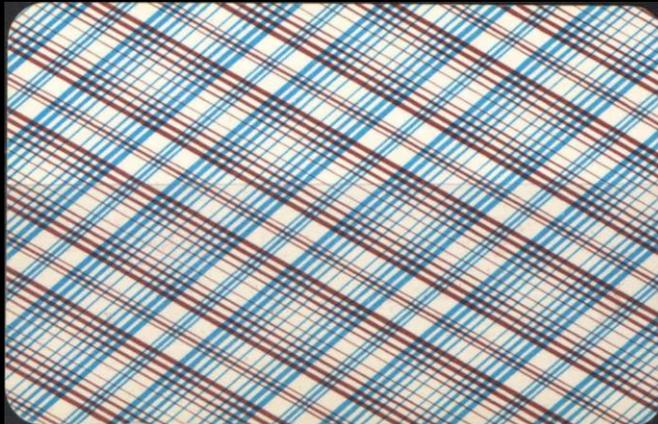
What Others Are Doing?

Constantly educating
employees

Implementing Agile

Promoting Responsibility

Developing Managers



Google

Rules for good managers:

1

Be a good coach

2

Empower your team and don't micromanage

3

Express interest in team members' success and personal well-being

4

Be a productive and results-oriented

5

Be a good communicator and listen to your team

6

Help your employees with career development

7

Have a clear vision and strategy for the team

8

Have key technical skills so you can help advise the team



What Others Are Doing?

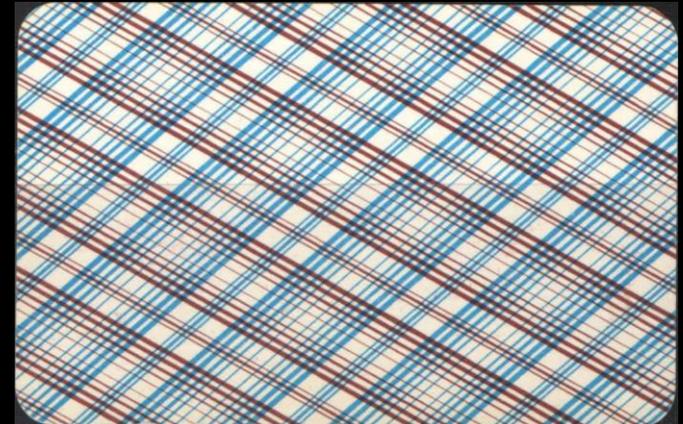
Constantly educating
employees

Implementing Agile

Promoting Responsibility

Developing Managers

Develop Entrepreneurship



Amazon

Corporate Culture

Frugality

Don't pay for the things customer is not paying for.

Fast Onboarding – 6 weeks

Each employee works 2 weeks in the warehouse

Entrepreneurship

Each employee can invent new projects and simplify existing processes

Ownership

Employees participate in the stock options program



What Others Are Doing?

Constantly educating
employees

Implementing Agile

Promoting Responsibility

Developing Managers

Develop Entrepreneurship

Use Big Data in HR



- Used strategic workforce planning to collect and analyze the workforce data with SuccessFactors and InfiniteSight
- Found a high correlation between terminating employees that are younger than 30 and have <3 months tenure, prompting the firm to use data to investigate related trends and train managers accordingly

You Hold the Cards!

