

HR TEAM LEVERAGES ANALYTICS TO FIX COST & WASTE ISSUE

Large Retailer



Large retailer saw cost/waste growing at unacceptable rate

THE ISSUE

A large retailer saw costs and waste growing at an unacceptable rate. At first, the team only looked at possible breakdowns in their supply chain as the cause. Of course, this approach only slowed down the ever-expanding cost issue. HR was not seen as a strategic partner in finding solutions but as the issue grew, the company viewed it as an opportunity to put together a strong team to tackle the issue and SMD was called in to assist.



Looked beyond supply chain to find cost/waste issue

SMD'S SOLUTION

SMD quickly looked beyond supply chain breakdowns to help find a more robust solution to the cost/waste issue. The in-depth analysis of the organization's people data focused on training, competencies, hiring practices, and employee attitudes. The results showed the following drivers could be leveraged to reduce cost/waste: 1) integrity training, 2) the Execution competency for Management, 3) integrity testing in the hiring process, and 4) employee attitudes on "owning" the customer experience.



Resulted in \$12+ million in cost savings

THE RESULTS

- \$12+ million in cost savings; cost/waste was costing this organization \$98 million per year
- HR discovered key employee driver of cost/waste
- Operations and HR became strategic partners on all business initiatives

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