

## CASE STUDY: RETAIL PERFORMANCE IMPROVEMENT CASE STUDY

### 1. Overview

A major retailer sought to better align front line employees with business objectives in over 450 retail locations. The company was seeking to enhance its brand with superior service levels as well as grow sales. A comprehensive program was introduced comprising of a new branding and marketing initiatives designed to attract, retain and motivate its front line employees. A sophisticated incentive program was part of this solution.

### 2. Incentive Program Design

The client went through four design stages.

#### Stage 1: Research

The client extensively surveyed and conducted focus groups with employees at all levels to assess their thoughts and beliefs about customer service, and their roles in delivering an exceptional service experience. The company also conducted a range of customer surveys and competitive research. This analysis formed the basis for a new, nationwide engagement program campaign.

#### Stage 2: Strategy

##### Branding

The client developed an internal marketing campaign building off its external marketing efforts.

##### Investment

On plan investment levels were set in excess over \$200 per employee on an annual basis.

##### Structure

All managers were allocated points based on store performance and the size of the team. Employees were able to earn points based on meeting or exceeding their monthly target metrics as well as for specific over and above performance at the discretion of the manager. Each earned point is worth \$1 toward a variety of reward options.

##### Measures

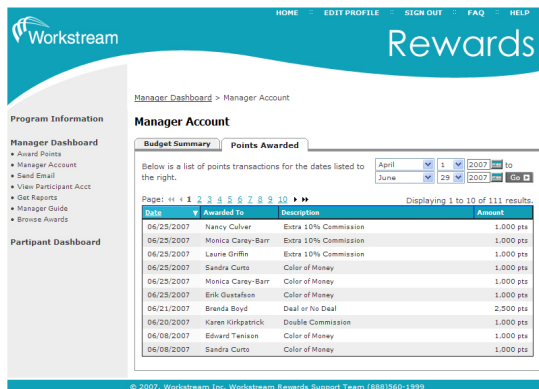
Measures included the following.

- Behavioral including customer, service, safety, operations, merchandising, values, team work
- Metrics including category/brand performance and customer satisfaction results

## Stage 3: Execution

The client used Workstream's Enterprise Incentive and Recognition platform to coordinate all elements of the incentive program. The application supported the following.

- Multiple dashboard views based on hierarchy (Program owner/Manager/Participant)
- Campaign management tools including
  - Email and Web-based communications
  - Work group management
  - Discretionary points allocation
  - Plan generated points allocation
  - Budget controls
  - Scoreboards
  - Online query-based reporting/data export
  - Points balance management
  - Participation redemption processes and customer care
  - Rewards management



Manager Dashboard > Manager Account

Program Information

**Manager Account**

Budget Summary | Points Awarded

Below is a list of points transactions for the dates listed to the right.

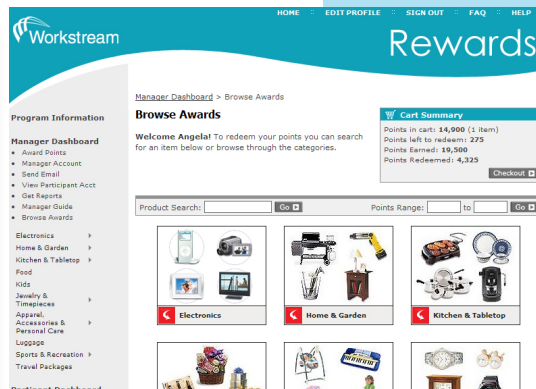
April 1 2007 to June 29 2007

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Date	Awarded To	Description	Amount
06/25/2007	Nancy Colner	Extra 10% Commission	1,000 pts
06/25/2007	Monica Carey-Barr	Extra 10% Commission	1,000 pts
06/25/2007	Launie Griffin	Extra 10% Commission	1,000 pts
06/25/2007	Sandra Curto	Color of Money	1,000 pts
06/25/2007	Monica Carey-Barr	Color of Money	1,000 pts
06/25/2007	Eric Gurefsan	Color of Money	1,000 pts
04/21/2007	Brenda Boyd	Deal on No Deal	2,500 pts
06/20/2007	Karen Kirkpatrick	Double Commission	1,000 pts
06/08/2007	Edward Tamison	Color of Money	1,000 pts
06/08/2007	Sandra Curto	Color of Money	1,000 pts

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Scoreboard



Manager Dashboard > Browse Awards

Program Information

**Browse Awards**

Welcome Angel! To redeem your points you can search for an item below or browse through the categories.

Cart Summary: Points in cart: 14,900 (1 item), Points left to redeem: 275, Points Earned: 19,300, Points Redeemed: 4,325

Product Search: [ ] [Go] Points Range: [ ] to [ ] [Go]

- Electronics
- Home & Garden
- Kitchen & Tabletop
- Food
- Kids
- Jewelry & Timepieces
- Apparel, Accessories & Personal Care
- Luggage
- Sports & Recreation
- Travel Packages

Participant Dashboard

Reward Options

## Stage 4: Evaluation

The client gauged the impact of its program through an ongoing series of audits, focus groups and weekly conference calls to stay on track and improve the program.

## 3. Results

The client has achieved all its program objectives. Significant performance metrics such as sales performance and safety were greatly improved. Improvements in employee statistics included decreased attrition and decreased absenteeism.

## About Workstream Inc.

Workstream provides enterprise workforce management solutions and services that help companies manage the entire employee lifecycle – from recruitment to retirement. Workstream's TalentCenter provides a unified view of all Workstream products and services including Recruitment, Benefits, Performance, Compensation, Rewards and Transition. Access to TalentCenter is offered on a monthly subscription basis under an on-demand software delivery model to help companies build high performing workforces, while controlling costs. With 9 offices across North America, Workstream services customers including Chevron, Eli Lilly Canada, The Gap, Home Depot, Kaiser Permanente, Motorola, Nordstrom, Samsung, Sony Music Canada, VISA and Wells Fargo. For more information visit [www.workstreaminc.com](http://www.workstreaminc.com) or call toll free: 866 953 8800.



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