



NEW STORE SUCCESS

“Headway has helped our company to bring in higher quality personnel for our new store opening initiatives.

They have enabled us to free up District Managers and Regional Managers so that they can devote their efforts to drive top line revenue, not talent sourcing.

SVP, Retail Stores

Comprehensive recruitment solution helps an established retailer hire the best talent to successfully achieve their brand & store expansion objectives – in the most efficient manner.

International Retailer Launches New Store Concept and Capitalizes on a More Effective Talent Acquisition Program to Drive Their Strategic Growth Initiative

Overview: Why This is Important

The planning and opening of new store locations can be one of the most strategic and capital intensive efforts a retailer faces. Very often, the opening of new store locations and how effectively their launch plans are executed (or not), can literally mean the difference between success and failure for a retail enterprise.

Additionally, it's imperative that when retailers open new locations they have the most qualified teams in place at the right time, because first impressions and initial operational success are key determinants of each new store's ongoing and future performance.

Note: Headway understands the competitive nature of retail and consumer brands and out of respect for their client's confidentiality and privacy, has intentionally omitted this retailer's identity.

With labor and workforce resources typically representing the most expensive component of a retailer's P&L (outside of COGS), the ability to be responsive, nimble and efficient – with regards to sourcing, recruiting and hiring new store talent – is of paramount importance.

Often times, retail operations and human resources have inherent challenges when faced with planning and staffing new store locations with the appropriate quantity and quality of staff in a timely and effective manner. Additionally, the sheer talent acquisition resources required to handle the influx of additional field and store-level hiring for new stores and/or market areas, presents additional challenges and burdens – for both retail operations and human resources groups.

Featured Retailer: Growth and Improved Profits Leveraging New Store Expansion

One of Headway's clients is an established, publically traded, international retailer. The company made a decision to propel their growth in the U.S., where they already have over 450 retail locations, through the development and launch of a new retail brand and store concept.

With their new brand and store formats averaging 15,000-20,000 square feet in size, this retailer also wanted to bring on a “new breed” of store management and team talent to support the roll out of this strategic initiative. The plans to open up 45-60 new store locations annually in the U.S., added additional importance in being pro-active in finding the right mix and type of workers for their new store concept.

The key to being successful with the talent acquisition strategy for this international retailer was for Headway to “own” their field recruitment process as well as being very involved with the launch of each new location well in advance of each store's grand opening date.

Partnership & Planning – The Key to a Successful Working Relationship

The retailer acknowledged the strategic importance of their new store format and retail brand, and made the important decision to include Headway very early on in the planning stages of their expansion efforts.

This provided Headway with clear insight and business intelligence regarding their goals and expectations – especially as it related to talent. The retailer knew that just opening a new store location, often times in a completely new market area, was not enough for them to be successful. They realized that acquiring the right talent for their new store's operating requirements and expectations would be a huge factor in being successful for each new location.

They also knew that getting their recruitment partner (Headway) involved—from the very beginning stages—for the planning of new talent for their locations was critical. To that end, for each new location planned, position debrief meetings take place between their

field operations team (including Regional VPs and DMs), their internal HR group and the Headway talent acquisition team.

These meetings discuss the details of each store and its opening talent requirements and objectives including:

- Planned store volume, store size, and other pertinent details of the store location (free standing/mall location, et al).
- Salary and compensation plans for key store talent (Store Managers, Assistant Store Managers).
- Internal candidate options and referral vetting and understanding.
- Market analysis and insights, that outline the recruitment landscape and talent sourcing variables, as well as any potential obstacles in each market.
- Critical Success Factors (CSFs) identified for each location and how having the right talent in place will impact each new store's CSFs.
- Local retailer and competitive market review—from a talent perspective—as to key retail target opportunities for direct recruitment strategies.
- Review what, if any, bi-lingual recruitment is required or preferred.

With every new store and location having unique attributes, and being mindful of keeping in line with brand and operating standards, the new store location debrief meetings are an important opportunity for Headway and its retail partner to discuss and learn about particular elements of each market. Some of these areas include market characteristics, customer demographics and getting a sense of what the “ideal” management and associate candidate needs are in order to be successful in each location.

Above & Beyond

Because new store locations are different on many levels from established stores, it's important for retailers to have in place a recruitment program and processes that go well above typical recruitment activities.

In this case, Headway's retail partner views Headway's recruitment team as an actual extension of their internal HR and Field Operations group. This is important as Headway spends a great deal of time and resources to develop knowledge and relationships with their hiring manager partners in the field/region, store level and at the corporate office.

Headway's dedicated field recruitment team members stay in constant communication and contact with DMs and Area Managers, staying up to date with all of the pertinent information related to hiring and specifically the recruitment requirements and activities for new store openings.

Numbers That Help Their Business Grow

This international retailer has established goals to transform their stores, their culture, and their teams to be customer engagement experts. Headway's role with their objective is simple: Get them the best qualified field-level talent in the most efficient manner in order to help them achieve their operational and growth goals.

With 80-100 active open positions at any given time, two things are critical:

- 1) Timeliness of the submittal of final candidates.
- 2) Quality of submitted candidates.

Headway's goal is to always provide two submitted candidates within 21 days of an open job requisition. In filling each requisition, Headway's goal is to never have to fill the same position more than once, unless that individual has excelled and is moving forward within the organization. Therefore, the quality of candidate always trumps a quick submittal.

Headway has specifically achieved upgrading the quality of the talent in this retailer's stores by sourcing, screening, and selling the opportunity of a career with this operator to the best of the best retail management candidates in the country.

By The Numbers

The following are actual talent acquisition metrics from Headway's on-going engagement with this international retailer, which include data from both new store and existing store hiring efforts.



A Partnership Approach to Launching New Stores & Expanding the Business

Due to the particular growth and brand objectives for this retailer, they require their talent to not only be proficient in meeting their store operational requirements, but to also understand and embrace their unique culture of customer engagement expectations. Headway has helped them achieve this by creating, deploying and managing a customized recruitment program that enables them to more effectively meet the demands of launching and opening new store locations.

Headway's deep partnership with the retailer is further solidified through an unmatched understanding and commitment to their business goals. The results have been impressive as this retailer leverages Headway's solution to provide them the required talent to open and launch 45-60 new store locations on an annual basis.

For more information on how Headway Workforce Solutions can accelerate and improve your performance for your new store openings, please contact Headway at:



HeadwayCorp.com or 919-424-5800