

2023 RETAIL TRENDS REPORT:

Transforming Labor Operations and the Employee Experience Through Automation

Produced by  YOOBIC  LEGION  RetailNext



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Introduction

The retail industry is dynamic and constantly evolving with changes in consumer behavior, demand, and ongoing supply chain volatility. The past three years have seen unprecedented change in each area as the pandemic, and global economic shifts have upended traditional store operations.

Consumers expect frictionless omnichannel experiences. They continue to reshape the retail industry, making omnichannel purchases 70% more often and spending about 34% more than people who shop exclusively in stores, according to [McKinsey & Company](#).

Management teams have continuously adapted during and post-pandemic to meet consumers' new shopping behaviors with limited staff, while many still try to make do with time-consuming, manual processes.

According to a [new report](#) commissioned by Legion

60%

of managers reported they still use manual processes to create and maintain schedules.

Manual processes directly impact the employee experience by adding unnecessary stress levels to frontline teams. In YOOBIC's 2022 [Frontline Employee Experience Survey](#), the majority of respondents reported feeling exhausted at the end of their shift. 60% also reported their jobs are understaffed, and only 16% feel their organization highly values their role.



72%

of frontline teams feel worn out at the end of their shift to the point that they do not enjoy their time away from work at least once a week.



Now, more than ever, management teams are struggling to keep up with the demands of today's consumers and the needs of frontline employees while navigating the "Anxiety Economy." Retailers are searching for solutions to:

- Optimize labor operations in the face of economic uncertainty and inflation
- Attract and retain associates with a better employee experience
- Improve utilization of technology and tools to empower managers

Because of these challenges, a panel of globally recognized retail technology experts got together to address the needs of today's retail management teams. In this white paper, they will provide innovative solutions and share new trends in retail to help drive transformational success by focusing on optimizing labor efficiencies and the frontline employee experience.



Key Trend #1:

Low In-Store Traffic as Consumers Turn to New Channels for Buying Options

Low in-store traffic is an increasing issue for retail businesses as consumers' buying habits have changed, and inflation continues to impact the economy. Furthermore, consumer expectations have changed as they expect speed, accessibility, and frictionless experiences. **These complexities are pushing businesses to reskill their workers and manage the challenging manual processes that accompany them.**

Companies are searching for solutions to revamp strategies more rapidly than ever to keep up in the marketplace. While retailers have seen some positive trends year-over-year with in-store traffic since navigating the pandemic, the second half of 2022 was less promising.



According to Joe Shasteen, Global Head of Insights at RetailNext

In November 2021, some retailers were experiencing **a 40% increase in YoY traffic.**

Now, fast-forward to 2023, it is shaping up to look very different. **Consumers' buying habits have also changed since they cannot get as much for their dollar in today's economy.**

“Over the past five months, we've seen only a 4 or 5 percent increase in traffic. Now, we've seen recent months dip to a less than 1% increase in traffic with some minor declines as well,” said Shasteen. “The slight traffic increases we are seeing are no longer counterbalancing declines in conversion due to increased browsing behavior as customers search for the best deals. We also see that decline in overall sales.”

Retailers feel the compounding effect on overall sales and revenue because of lower in-store traffic and inflation.

Key Trend #2:

Supply Chain Volatility and Inventory Surplus

Supply chain volatility and changing consumer tastes have forced many retailers to clear out inventory and start afresh in 2023. With economists warning about the risk of recession, it may mean more bargains for consumers but squeezed profit margins for retailers.

“It’s difficult to predict consumer behavior when you’ve got a situation as we have here, where certain industries are jacking up prices for no apparent reason,” said Cathy Hotka, Principal of Cathy Hotka and Associates. “We have inflation as a result of that. So, fewer people are buying certain items, causing a glut of inventory, making it difficult for retailers to predict what demand will be.”





SOLUTION:

Optimize Labor Operations in the Face of Economic Uncertainty, Inflation, and Supply Chain Disruptions

Managers feel pressured to do more with fewer resources, especially when operating under uncertainty. With staffing levels down and workloads up, it can be challenging but even more critical to optimize labor efficiency. Staffing challenges add to manager stress which is already extremely high. According to McKinsey & Company, store managers are one of the biggest quit threats, with 63% of managers surveyed considering quitting their jobs.

“A recession is likely coming, so retailers need to cut costs and find productivity gains within their organization. Where can they find the most opportunity for this gain? It’s not at corporate headquarters but with frontline workers. This is where retailers have the most chance to save money and find the productivity gains they need,” said Christel Grizaut, Senior Vice President of Marketing at YOOBIC.

“With tight margins, it makes it more important than ever to maximize efficiencies and eliminate excess labor costs,” said Malysa O’Connor, VP of Product Marketing at Legion Technologies.



63%

of store managers are considering quitting their jobs.

Source: McKinsey & Company



RECOMMENDATIONS

for Optimizing Labor Operations

1. Harness the Power of Intelligent Automation

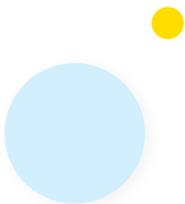
By utilizing workforce management and frontline employee experience technologies that enable intelligent automation for decision-making and execution, managers can focus on what matters most - creating an engaging community and culture for employees, upskilling associates for leadership positions, and improving the overall employee experience.

Intelligent automation frees managers and enables unprecedented productivity and business process automation. Retailers that use tools with this major evolution can transform labor operations and enhance employee engagement.

Using these technologies will allow district and store managers to **automate manual, time-consuming tasks and reduce overhead with the ability to:**

- Predict demand across all customer touchpoints and locations
- Automatically match labor needs with employee schedule preferences
- Empower hourly employees with gig-like flexibility
- Reduce human errors, increase productivity, and eliminate bias
- Cultivate engaged and knowledgeable store associates
- Automate low-value tasks and increase efficiency

“Companies need to get serious about increasing their investment in technology and automating the day-to-day tasks instead of automating jobs,” said Hotka.



2. AI-Driven Technology To Optimize Labor Planning

AI-driven technology is revolutionizing the way enterprises plan and optimize labor.

With AI, retailers can use automated demand forecasting tools to accurately predict [store traffic patterns and trends](#). Access to accurate and granular store traffic flow and trends data helps managers ensure their labor plans align with the demand and ultimately move the lever in overall productivity as a store. When frontline managers have access to real-time data, they can keep up with fluctuations in customer service demands and buying patterns to better staff their stores.

“We’ve heard about the forced reliance on assumptions, anecdotal evidence, or limited data sets guiding labor scheduling from several brands that start without traffic data. Simply put, they don’t have the full picture. When comprehensive traffic data is combined with scheduling tools, guesswork is removed from business decisions to provide real, tangible results. When brands transcend that first level of analysis, they are able to create a far more meaningful impact. Labor is the most [controllable expense](#) for most retail companies, so when data is leveraged, payroll and payroll spending can more easily be managed,” said Judith Subban, Marketing Communications Manager at RetailNext.

“Managers have an opportunity to get ahead. Using this kind of technology allows management teams to run their stores effectively, increase conversion, and help their staff find that work-life balance because they have sophisticated tools to help them run their business. The more district, operational, and store managers can help frontline workers have access to that information at their fingertips, the more they are in control and able to actually use that information and make adjustments as they need to,” said Angela Larch, Global Manager of Retail Engagement Managers at RetailNext.

Using AI-driven technology for forecasting and labor planning frees managers of manual tasks and gives them higher precision for better results.

“Manual forecasting methods such as spreadsheets may work when you have a single location or even a couple of locations. However, they can’t handle the scale and complexity of an organization with numerous locations or omnichannel operations where each location has its own characteristics such as items for sale, traffic patterns, channels like drive-up, buy online, pick-up in-store, or geographic considerations like proximity to local attractions. Manual methods also make it almost impossible to add external data that can impact demand, like local events or weather,” said O’Connor.

For example, with Legion WFM, demand is automatically predicted across all customer touchpoints and locations, enabling intelligent automation.

Legion Demand Forecasting makes it easy to adjust to dynamic business changes and model what-if scenarios, such as adjusting total budget hours, easily changing inputs, and enforcing operating labor models.

Increased accuracy allows frontline managers to better predict labor needs in advance, removing much of the stress associated with on-the-fly planning changes. **With AI-driven technology managing labor plans, managers can be more confident that they are creating the most effective schedules that help drive store productivity.**

“This allows your very limited team the ability to plan around their schedule because now they know their schedule further in advance. This is especially beneficial around the holidays when employees have a variety of activities pulling them into multiple directions. Understanding that and being able to provide your teams the resources to balance outside factors while still focusing on running a business can play an important role in job satisfaction and retention,” said Larch.

Companies need to leverage AI as part of their growth strategies by investing in demand forecasting and labor planning tools to operate more efficiently and provide optimal schedules that match business needs with employee satisfaction.

3. Future-Proof Traffic Solutions

Another technology trend we are seeing is **using in-store cameras at retail locations to understand the [customer's journey](#)**. This provides management teams with the opportunity to:

- Understand overall shopper behaviors
- Evaluate adjacencies that customers find interesting from where they already shop
- See where customers are going next after they add products to their basket
- Overall basket analysis
- Make sure customers understand products
- Drivers for additional purchases

“Understanding these leading indicators before the transaction happens and how to influence the shopper behavior can help retailers find those upsell opportunities and give staff the insights they need in order to help make recommendations to customers,” said Shasteen.

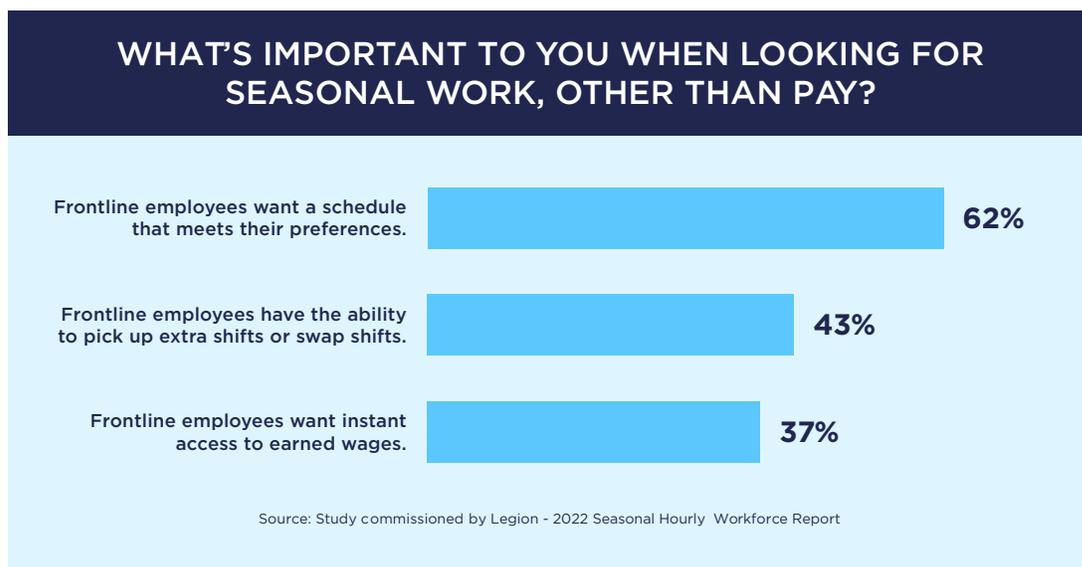
Key Trend #3: Evolving Employee Expectations

Just like consumer expectations have changed over the years, the same can be said about employee expectations. Beyond higher pay, hourly employees want a schedule that meets their preferences (62%), the ability to pick up extra shifts or swap shifts (43%), and instant access to earned wages (37%), according to a [study](#) commissioned by Legion.

Employees want more than just more money. When [we asked](#) which workplace attributes they feel are most important, they ranked trusting their employer and feeling valued and supported by management almost as highly as their wage. Beyond pay and benefits, the most important workplace attributes are trust (83%), connection (77%), recognition (74%), and schedule flexibility (68%).

“Businesses need to provide the right employee experience, especially for the younger generation workforce who are digital natives,” said Grizaut. “By 2025, Gen Z will be about 25% of the workforce. Retailers must equip themselves to motivate, engage, and retain these digitally native folks. This demographic is more social-technology savvy and looks for autonomy, convenience, and purpose.”

In a tight labor market, associates have more power, and retailers must work hard to compete for talent and retain employees by ensuring they provide a great employee experience by investing in technology to meet their needs.



“Technology should not just be for technology’s sake. The tools should simplify work, enable communication and learning, and make employees feel more connected to each other and the brand. The trend of piling on tech to solve problems is over. Smart retailers are coupling WFM and Frontline Employee Experience Platforms (FEXP) to create a one-two punch that reduces complexity and the need for a myriad of software. This creates the ultimate employee experience while reducing OPEX costs. It also reduces employee frustration and time to productivity across the store network,” said Estee Woods, Senior Director of Product Marketing at YOOBIC.

A recent study indicated that a significant majority of frontline workers aspire to grow within their organization, but a minority feel that their employer invests in their development. **This creates opportunities for retailers to focus on the employee experience to create career growth for employee retention.**



WHY HOURLY EMPLOYEES LEAVE



When it comes down to what would entice an hourly employee to leave their job to take a different one, two big motivators are a schedule that matches the worker's preferences (49%), followed by instant access to earned wages (37%), according to a [survey report](#) by Legion.

Schedule flexibility that matches an employee's preference is crucial to hourly workers' expectations, especially for seasonal jobs. The survey reported that 54% feel they would spend less time with family; 40% were concerned about experiencing burnout; 40% thought they might miss an important event, and 33% were worried about the financial impact.

Financial stress due to economic factors, such as inflation, is a leading reason why those aged 18-34 value instant access to earned wages more than any other age group.

“Labor shortages aren't going away. How do you create a differentiated experience for employees? **Companies must invest in technologies that automatically match schedules with employees' skills and preferences.** They also need to support employees' financial well-being through effective and responsible access to earned wages, which has been proven to increase employee retention and make recruitment easier,” said O'Connor.

“**64% want opportunities for career growth** within the organization while 50% are unsatisfied with current growth opportunities. It's fair to assume these frontline workers would likely move to an organization offering these opportunities as it adds to their personal and professional development. These new 'benefits' for workers make it even more competitive to hire and keep frontline team members, Woods said. **“There is an ever-growing correlation between learning and development and employee satisfaction that can't be ignored.”**”





SOLUTION:

Attract and Retain Associates With a Better Employee Experience

Between recruiting, training, and productivity impacts, it can cost close to **\$4,000** to replace an hourly retail employee.. High attrition rates have been an ongoing issue for retailers, but the impact has been felt more accurately since the pandemic and ensuing Great Resignation. The ability to lower attrition rates directly impacts labor costs and retailers' bottom lines.



RECOMMENDATIONS

for Attracting and Retaining Associates

1. Create Meaning and Value in Work for Hourly Employees

Retailers need help to operate efficiently and still hit comp numbers with fewer already stretched-thin staff. Angela Larch, Global Manager of Retail Engagement Managers at RetailNext, noted that a massive challenge for senior leadership is to create meaning and value in the work culture for frontline employees.

“The big questions are how do you make the frontline workers’ job meaningful in the midst of a very stressful situation? How do you help them find meaning and value in what they’re doing when they’re scrambling to restock merchandise, take care of customers, and deal with the day-to-day effect of running a business with fewer people?” said Larch.

2. Build Company Culture Around Community

In today’s retail landscape, it is more important than ever for retailers to build a company culture around community. With workers leaving the industry in droves, talent competition is fierce. Moreover, burnout is rampant among retail workers, who are increasingly frustrated with brands that lack sustainability or take no action on diversity, equity, and inclusion.

“Companies need to focus on the human perspective. People want a purpose in their work. They also have strong opinions on social matters and sustainability and looking for community more than a company,” said Grizaut.

To attract and retain the best talent, retailers must create a purpose-driven and community-oriented environment. Employees want to work for companies that care about their people. When companies humanize the brand, they humanize the worker experience. This allows them to build a company culture employees are proud of and want to be a part of helping retailers compete in an increasingly competitive marketplace.

Workers also want flexibility, reduced complexity, and to feel connected to their co-workers, the company, and the brand. There is no longer the “us versus them” mentality about store associates versus headquarters.

“Managers need to connect the dots of what employees do in their everyday performance to show that they add value, and what they do matters. Studies show that employees stay where they feel part of something bigger than themselves and their four walls. How do you do that? Make sure employees have visibility of their performance through data or reporting. Store leaders need to show associates that this is how we constantly improve. Maybe their conversion dipped, but with data in hand, managers can step in and show their teams in real time what can be done to move the needle. Employees are hired because they are passionate about what they do. They need technology in their hands and coaching on how to improve,” said Larch.

When frontline associates feel part of something larger than themselves, they are more likely to be engaged and motivated.

3. Show Empathy and Understanding

Creating a better experience for frontline employees is a trend here to stay. Workers are no longer a commodity, and retailers need to make inroads into improving the employee experience with empathy and understanding. With more socially conscious consumers laser-focused on the impacts and beliefs of the brands they buy from, retailers cannot afford to neglect their frontline employees.

“There was a surge of empathy during the pandemic towards frontline employees, but it’s fading now. Companies need to continue to focus on frontline employee empathy to understand their day-to-day employee- experience and what is happening to them. This level of empathy and understanding creates loyal employees,” said Grizaut

Empathy and burnout are part of workload management. **Managers need to talk with frontline associates to share resources, share career paths within the company, and invest in training that seamlessly integrates with employees’ workday.**

4. Break Down Communication Barriers

Retailers looking to drive higher employee engagement and improve the overall experience for hourly associates need to invest in modern frontline communications. Companies must build trust with inclusive, transparent communications between store managers, district managers, field managers, and associates to create a better employee experience and fuel innovation.

“If companies want a good culture, they have to be inclusive. It can no longer be a top-down approach, with communication only from headquarters. The two key elements of communication are to be **inclusive** and **social**. You have to create communication between people. It’s not flowing from a hierarchy standpoint anymore, but it has to flow across the people. If communication isn’t inclusive and social, companies are not going to have a company culture that sticks with the new generation; it’s not going to work,” said Grizaut.

“Retailers can transform how they update hourly employees using modern, schedule-aware communication tools with off-the-clock controls, granular permissions, and built-in moderation tools that quickly isolate and resolve improper use,” said O’Connor.

“One of the things we all know is that associates come up with cool new ways of doing things. And it’s important to get those developments back to headquarters and say, for example, ‘look what Shawn here did with our end cap. We never thought of doing it this way.’ Those kinds of inputs not only help headquarters but also help the frontline associate in knowing they are making a great impact. As a result, they’re more likely to stay because they’re appreciated,” said Hotka.

5. Gamifying the Employee Experience

The use of more technology is expected from the younger workforce, especially Gen Z since they have been pushing buttons from a young age. But how do retailers get employees to adopt new technologies and workforce management?

“Gamification is a strong driver. Technology adoption goes back to being social, convenient, and fun. Management teams have to make sure it is clearly conveyed there is something in it for the employee, not just headquarters, to keep tabs on the associate,” said Grizaut.

Gamifying the overall employee experience through scheduling, performance, and rewards is another trend we will see more management teams implement.

6. Provide Gig-Like Flexibility and Schedule Empowerment

Balancing work and family is a primary concern for 40% of hourly employees, according to the 2022 Seasonal Holiday Workforce report. A key component of empowering employees is offering gig-like flexibility in their schedules.

“Store operation chiefs talk a lot about predictable schedules because they want to hang on to their associates. But say an associate has a child in daycare, they can’t just change up schedules every two days,” said Hotka.

However, for employees who do want to pick up extra shifts, retailers can empower hourly associates by investing in a workforce management solution that enables intelligent automation to instantly swap shifts easily, accept open shifts at multiple locations, and update their availability and schedule preferences at any time without compromising business needs.

7. Support Financial Wellness With Instant Access to Earned Wages

Offering earned wage access is a competitive advantage and an essential factor in attracting talent. For example, a recent [survey](#) showed that only 2% of hourly employees said they would quit their jobs because they couldn’t get paid early. However, that stat increased to 37% by September 2022.

“The big change in this stat is likely related to increased financial stress due to economic factors, such as inflation, and greater awareness of technical solutions that make instant wage access possible and practical,” said O’Connor.

In this competitive labor market, having benefits that improve employee experience is no longer nice to have because hourly employees expect them. Recently, Gartner reported that many early adopters are deploying flexible earned wage access to improve the employee experience and increase engagement and retention.

Earned Wage Access By the Numbers

95%

of employees want to work with an employer who offers this benefit.

89%

of employees would work longer for a longer period of time with this benefit.

79%

of employees would switch to an employer with this benefit.

Companies need to get serious about offering a solution for hourly associates to access wages they've earned when they need them. This benefit is increasingly important for younger generations. Those aged [18-34 value instant access to earned wages](#) more than any other age group (45%+).

Supporting financial wellness for employees through effective and responsible access to earned wages has also been proven to make recruitment easier and increase employee retention by 36%, according to [PWC](#).

8. Implement Technology and Leverage Data

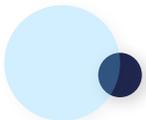
Companies must evaluate the technology they use to communicate, engage, incentivize, and train employees. The ease of use for frontline associates must be considered when implementing any new technology.

“If your associates find it difficult or cumbersome to use the technology you are providing them, they definitely are not going to have a good experience, and they probably are not going to use it. Piling on tools and tech is not the solution,” said Grizaut. “Companies must evaluate if their current technology is improving employees’ lives. Sometimes more is not better.”

Innovative and successful retailers focus on new strategies and apply technology, tools, and data to improve the employee experience.

“Performance management data needs to be in employees’ and managers’ hands, hourly or daily. Having access to (employee) performance numbers is crucial in giving them a kudos or shout-out and for impact coaching in the moment,” said Larch.

Using different technologies that support frontline associates with non-selling activities but still allow them to streamline what they need to be focused on is another way retailers can implement technology and improve the employee experience.



Key Trend #4: Retail Managers Are Burnt Out



Managers are stressed and saddled with too much administrative overhead. **Nearly 90% of store managers surveyed said they are as stressed or more stressed than last year.** Top-of-mind stressors for managers include staff shortages, economic uncertainty, and lower customer traffic. Add in the burden of manual processes, such as creating and maintaining schedules and accurately predicting store traffic, and you get a manager that has just had enough.

According to McKinsey, managers are 1.75 times likelier than nonmanagers to consider leaving their jobs. 60% of managers still rely on manual processes, making it more challenging to match employee preferences with the needs of the business and ensure the creation of fair and equitable schedules. They spend a tremendous amount of time and effort on routine tasks, up to 10 hours per week, to create and manage employee schedules. **Creating employee schedules contributes to high-stress levels, and managers need a solution.**





SOLUTION:

Focus on Delivering a Better Manager Experience

Investing in automation can reduce overhead and unburden managers. When asked what tools would make their jobs easier, the overwhelming first choice by managers was an **automated scheduling tool** (60%), followed by a **compliant time tracking tool** (36%), and an **automated demand forecasting tool** (34%), according to a recent study conducted by Legion that surveyed more than 500 managers.

Equally important, businesses must invest in technologies that will reduce **administrative overhead for managers**, improve decision-making and execution, and enable managers to focus on what matters most — training their teams and interacting with customers.

“There is going to be all kinds of advanced technology in stores because it works and customers like it! Associates will have to keep up on in-store technology with educational training and ongoing orientation about what seems to be working and what’s not.” – Cathy Hotka of Cathy Hotka and Associates.

RECOMMENDATIONS

for Empowering Managers and Reducing Stress Levels

1. Implement Technology to Automate, Delegate, and Reduce Low-Value Tasks

As the retail landscape continues to evolve, it's becoming increasingly important for retailers to **embrace new technologies, such as intelligent automation, to remain competitive, improve the customer and employee experience, and unburden managers.**

Manual processes are still mainstream, with 60% of managers still using paper-based processes for scheduling, compared with only 40% who use automated scheduling software. The best tool companies can give to managers this year is automation.

“Automation is critical in ensuring compliance, having more accurate, adaptable demand forecast, automating all those manual or external processes for communicating with employees and providing instant access to pay,” said O'Connor.

“Retailers need to focus on how to use technology to help automate more tasks so that they can do more with less. **Technology helps to eliminate and automate low-value tasks so managers can concentrate on higher-value things.** It's a good strategy to increase revenue,” said Estee Woods, Senior Director of Product Marketing at YOOBIC.

2. Automate Scheduling and Shift Swaps

When managers can't effectively match business needs with employee preferences, they face last-minute scrambling to manage call-outs and no-shows. More than [42% of managers](#) said managing call-outs and no-shows takes the most time and effort.

Managing call-outs and no-shows is very time-consuming because, as the [survey data](#) shows, employees communicate schedule changes manually through emails, calls, and text messages. Around 83% of employees call or text their managers to notify them about unexpected schedule changes, sometimes before but too often after the shift, to explain what happened.

Automated scheduling has enabled retailers like SMCP to reduce the time spent on schedule creation and maintenance by 50% and allows businesses to match business needs with employee skills and preferences more than 90% of the time.

3. Invest in Modern, Real-Time Communication Tools

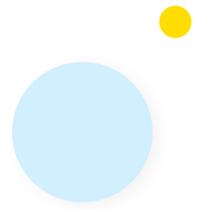
Companies also need to invest in modern, schedule-aware communications that create trust, transparency, and engagement that empower hourly workers. “Better communication tools with self-service capabilities are critical to improving operational efficiency and employee engagement,” said O’Connor.

“Retail managers must look at the big picture — that’s their job. They need to see beyond the details and true trends that are influencing the way retail works. That’s difficult, and so much is changing. They will value communication between store managers, district managers, field managers, and associates,” said Hotka.

In 2023 and beyond, companies must embrace modern communication tools and intelligent automation to improve decision-making, automate scheduling, reduce overhead, optimize labor costs, track performance, and gain better access to in-store activities. This will allow managers to focus on what matters most — upskilling their teams and creating great employee and customer experiences.



Summary



Economic uncertainty, inflation, low in-store traffic, and evolving employee expectations are all factors driving transformation in retail. Retailers need to optimize their labor efficiency and employee experience in these uncertain times to drive organizational transformation. **By implementing AI-driven technologies, retailers can simultaneously improve labor efficiency and the employee experience.**

Companies need to implement change to keep up with evolving employee expectations to better attract and retain associates with these recommendations:

- Create meaning and value in work for hourly employees
- Build company culture around community
- Show empathy and understanding
- Break down communication barriers
- Gamifying the employee experience
- Provide gig-like flexibility and schedule empowerment
- Support financial wellness with instant access to earned wages
- Implement technology and leverage data
- Enable managers with automation and tools that empower operational efficiencies

Retailers must also be agile during economic uncertainty by empowering managers and reducing stress levels. Managers are saddled with too many administrative manual tasks, spending more than 10 hours weekly creating schedules. More than ever, management teams need to be unburdened from manual, time-consuming tasks to devote more time to focus on creating a great customer and employee experience and improving their bottom line.

In 2023 and beyond, intelligent, automated, and employee-centric technologies will be the driving force behind successful retailers in maximizing labor efficiency and employee engagement simultaneously and allowing them to deliver outstanding customer experiences.

Contributors

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- **Malysa O'Connor**, VP of Product Marketing, Legion Technologies
- **Cathy Hotka**, Principal, Cathy Hotka & Associates

About YOOBIC



YOOBIC is an all-in-one frontline employee experience platform. The mobile app gives business leaders and frontline teams the performance tools they need to communicate, learn, and work — all in one place. With streamlined communications, mobile learning, and digitized task management, YOOBIC drives operational excellence while drastically improving the frontline employee working experience. 350+ companies worldwide, including Boots, BurgerFi, GameStop, Lacoste, Levi's, francesca's, Peloton, Puma, and Vans, trust YOOBIC to improve operational consistency and agility, get real-time visibility into multi-location business execution, and improve customer experience. To learn more about YOOBIC, visit www.yoobic.com or follow us on [LinkedIn](#).

About RetailNext



The first technology platform to bring e-commerce style shopper analytics to brick-and-mortar stores, brands, and malls, **RetailNext** is a pioneer in focusing entirely on optimizing the shopper experience. Through its centralized SaaS platform, RetailNext automatically collects and analyzes shopper behavior data, providing retailers with insight to improve the shopper experience in real time. More than 400 brands in over 90 countries have adopted RetailNext's analytics software and retail expertise to better understand the shopper journey in order to increase same-store sales, mitigate risks and eliminate unnecessary costs. RetailNext is headquartered in San Jose, CA. Learn more at www.retailnext.net

About Legion



Legion Technologies delivers the industry's most innovative workforce management platform. It enables businesses to maximize labor efficiency and employee engagement simultaneously. The Legion WFM platform is intelligent, automated, and employee-centric. It's proven to deliver 13x ROI through schedule optimization, reduced attrition, increased productivity, and increased operational efficiency. Legion delivers cutting-edge technology in an easy-to-use platform and mobile app that employees love. Backed by Norwest Venture Partners, Stripes, First Round Capital, XYZ Ventures, Webb Investment Network, Workday Ventures, and NTT DOCOMO Ventures, Legion is recognized by Inc. as one of the 5000 fastest-growing private companies in America.

About Cathy Hotka & Associates

CATHY HOTKA & ASSOCIATES

Cathy Hotka has one of retail's most recognizable faces. She has been organizing meetings, parties, and events that bring retailers together with technology companies since 1996.

Cathy has worked with very senior executives throughout her career, starting on Capitol Hill and in the White House, and serving at four trade associations, including NRF and RILA. She believes that technology companies spend too much money on retail marketing when they can get better results by meeting with very senior executives in person. Her contact base in retail is close to 10,000 people.

She created the NRF CIO Council, the Store Operations Council, and the Retail Insiders Parties, and pioneered the practice of holding discussion dinners with top retail IT leaders. Clients have included nearly all the top technology companies.

See more at www.cathyhotka.com

