salling group

PUBLIC

Salling Group: Sharpening a Competitive Edge in the Retail Industry's Relentless War for Talent

Danish retailer Salling Group A/S welcomes more than nine million shoppers to its supermarket stores each week. To keep shelves stocked and customers happy, the group relies on its 54,000-strong workforce. With employee volume and turnover in the retail industry notoriously high, how can Salling Group recruit the right people to meet demand? The group embarked on a digital transformation of its mobile recruitment and talent processes, dramatically reducing the time and effort required to hire new talent and significantly **improving the user experience for store managers and candidates**.

SAP SuccessFactors

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Revolutionizing Recruiting with SAP® SuccessFactors® Solutions

salling group

Before: Challenges and Opportunities
- Recruit new people rapidly and at scale in response to high employee turnover
- Make life easier for store managers by reducing administrative burden associated with hiring
- Improve ability to attract, engage, and retain top performers

Why SAP, Gavdi, and Gavdi Labs
- Trust in SAP® technology and strategy
- Access to a broad range of applications through the SAP partner ecosystem
- Invaluable insight and expertise from Gavdi and Gavdi Labs, winners in the innovation category of the SAP Quality Awards for their design and deployment work

After: Value-Driven Results
- Digitalized recruiting and talent management processes, making it quicker and easier for store managers to find and hire new employees
- Developed an innovative custom digital application available on mobile devices – particularly for millennials
- Gained an edge over other retailers in the battle for talent with a convenient, intuitive mobile app
- Freed up time and resources for store managers to focus on delivering the best customer service
- Ensured an outstanding candidate experience, strengthening Salling Group's employer brand and reputation

"SAP SuccessFactors solutions help us to manage our **young, diverse, and dynamic workforce** throughout the employee lifecycle."

Martin Prang, Senior Manager, HCMS, Analytics, and Group Diversity, Salling Group A/S

90%

Reduction in time that store managers spend on administrative tasks

15 seconds

To post a position, compared to 3 days in the past

Featured Partners:

gavdi SAP Gold Partner GAVDI LABS

SAP SuccessFactors

Salling Group A/S
Brabrand, Denmark
www.sallinggroup.com

Industry
Retail

Products and Services
Supermarkets, department stores, restaurants, and coffee shops

Employees
54,000

Revenue
DKr 59.4 million (€7.8 billion)

Featured Solutions
SAP Cloud Platform and the SAP SuccessFactors® Compensation, SAP SuccessFactors Learning, SAP SuccessFactors Performance & Goals, and SAP SuccessFactors Recruiting solutions

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Managing a Workforce in Constant Flux

Salling Group A/S is one of Denmark's largest and most diverse retail groups, operating the supermarket chains Føtex, Bilka, and Netto. With more than 1,400 stores across Denmark, Germany, and Poland, Salling Group employs some 54,000 people.

Salling Group's mission is to improve everyday life – both for its customers and for society at large. One way that the group contributes to the wider society is by creating job opportunities for people at all educational levels.

"A significant part of our workforce is part-time. Many of our employees fit their job around their studies or their home life," says Martin Prang, senior manager for HCMS, analytics, and group diversity at Salling Group.

"Like most retailers, we have a high employee turnover rate, which makes recruitment a critical business priority. We need to be able to recruit, hire, and onboard people rapidly and at scale."

For Salling Group, simplicity is key. The group aimed to simplify and digitalize its existing talent management processes – particularly its recruiting process – to make it as quick and easy as possible for store managers to find and hire new employees.

"We don't use any professional recruiters in the stores, so it's all up to store managers, who already have plenty on their plates," Prang says. "We want them to focus their time and attention on keeping stores running smoothly and customers happy, not spending time on the administrative tasks associated with hiring."

Picture Credit | Salling Group A/S, Brabrand, Denmark. Used with permission.

Simplifying and Streamlining Recruiting

Recognizing that its existing recruiting system was no longer fit for its purposes, Salling Group engaged SAP partners Gavdi and Gavdi Lab Services for help in designing an alternative.

Due to the size of Salling Group's operations and workforce, its new recruitment solution had to be able to handle high volumes of applications. It also needed to cater to the needs of those 90% of employees without access to desktops. The group needed to make recruitment convenient for managers and easy for candidates.

"We employ a lot of young people, so we need to cater to digital-savvy millennials who want to do everything on their smartphones. Our goal was to ensure an outstanding digital experience for everyone involved in the process," Prang says.

Working together, Salling Group and the Gavdi teams developed FastHire: an innovative digital application built on SAP® Cloud Platform and the SAP SuccessFactors® Recruiting solution.

The application empowers Salling Group to manage the recruitment process, from posting a position to hiring and then onboarding, from a single point of control. Automated workflows and built-in templates mean that store managers can post a job vacancy in under a minute – a task that used to take several days. The application provides **instant access to a central talent pool** of thousands of active candidates, enabling store managers to search for people in the right region with the right availability to fulfill the role.

Once store managers have identified the ideal applicants, they can order employment contracts directly in the application. Accepting the contract automatically removes the successful candidates from the job bank and triggers a fully automated onboarding process.

SAP technology has lessened the burden on store managers, reducing the time spent on administrative tasks by 90%.

30,000
New hires each year across 3 countries

42,000
Employment contracts created annually

Enhancing the Candidate Experience

SAP SuccessFactors solutions and SAP Cloud Platform have revolutionized recruiting at Salling Group, enabling store managers to **work smarter, not harder**.

“It used to take hours to comb through and evaluate applications,” says Joy Munch Allerup, store manager at Salling Group. “Now, I can filter only the most suitable candidates and get an at-a-glance overview of their skills, experience, and preferred working hours. It’s made finding people to fill vacancies so much quicker and easier.”

Salling Group has transformed into a true magnet for talent by improving its ability to attract top performers. In the ultracompetitive retail industry, it’s vital that Salling Group provides a great candidate experience. SAP solutions help the group to do just that.

“The application enables candidates to search for and apply for jobs on their smartphones, which is the preferred way of doing things for younger generations. Millennials already make up a significant part of our workforce, and this will only increase as time goes by, so embracing mobile is vital,” Prang says.

To improve the applicant experience even further, Salling Group recently launched an extension to the FastHire solution: CandidateCockpit. This gives candidates the chance to create and customize personal profiles to help them stand out from other applicants. Candidates can earn bonus points by playing simulation games that mimic in-store scenarios, such as working on a checkout till. The points are tracked in SAP SuccessFactors Recruiting. The more points a candidate has, the higher up the job bank they will appear – increasing the likelihood of securing the position.

<2 minutes

To apply for jobs through the mobile app

23,000

Active candidates in the job bank at any time

Supporting Employees Throughout Their Careers

Salling Group relies on several additional SAP SuccessFactors solutions to support employees at later stages in their career, particularly if they progress to office-based roles at the group's headquarters.

For example, the group uses the SAP SuccessFactors Learning solution to **create and manage digital training courses** for 10,000 employees, which can be accessed through employees' mobile devices.

Salling Group uses the SAP SuccessFactors Performance & Goals solution to **set and track personal objectives** for HQ employees. The group harnesses the built-in performance review calibration tool to ensure that all employees are measured fairly against the same standards.

With the SAP SuccessFactors Compensation solution, Salling Group can use the built-in variable pay tool to **calculate bonuses** based on individual performance scores, which helps incentivize HQ employees to work at their best.

The calibration tool in SAP SuccessFactors Performance & Goals is also used by store managers to **set and manage incentive plans** for their teams. Since store employees are not set personal objectives, the ability to track store KPIs helps managers to evaluate the team's performance and motivate employees.

"SAP technology has transformed our HR function, particularly our recruiting and talent management processes, enabling us to build and develop a workforce fit for future success," Prang says.

"Without a doubt, the SAP solutions give us **a real edge over our competitors** in the war for talent."

Martin Prang, Senior Manager, HCMS, Analytics, and Group Diversity, Salling Group A/S

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