CONNORS GROUP

CASE STUDY

Creating a Labor Model to Reduce Workload

THE CHALLENGE

The largest discount retailer in the U.S. had experienced unusually high turnover at the District Manager (DM) level, and they wanted to understand if the root cause was due to issues with work-life balance, pay, workload, or some combination. This retailer partnered with Connors Group to understand the current state of their DM's workload and offer recommendations on the future state of the role.

CONNORS GROUP'S ROLE

Over 22 weeks, Connors Group deployed a team of experienced retail field leaders to conduct a thorough review and analysis of the client's DM workload and offer practical and actionable results. The Connors Group team:

- **Shadowed** 14 DMs over the span of their work week to understand the distribution of work across various task categories
- **Collected** surveys from 155 DMs on the duration, frequency, and challenges of their workload
- **Facilitated** 68 interviews among various roles to better understand expectations and responsibilities of the DM
- **Analyzed** work emails to identify communication drivers and trends
- **Evaluated** tasks that compile the DM workload to identify process improvement and time-saving opportunities

With this data, the Connors Group team:

- Designed a model to assist with scheduling DM workload
- Developed store visit routines for a more manageable work-life balance
- Quantified reporting and communication sent from store operations
- Provided technology and equipment recommendations
- Summarized findings and recommendations to the client's executive team

RESULTS

A DM Labor Model was developed by compiling findings from all data sources, utilizing industry knowledge, and aligning on expectations to achieve a sustainable workload

The client's average DM workload was reduced by 41%, creating capacity for more frequent and effective store touches