

## CASE STUDY/ SUCCESS STORY

### ABOUT HARRIS TEETER

Harris Teeter is a wholly-owned subsidiary of The Kroger Co.(NYSE: KR)

- Operates over 230 stores and 14 fuel centers in seven states and the District of Columbia
- Owns grocery, frozen food, and perishable distribution centers
- Has approximately 30,000 associates

### CHALLENGES

- Expanding store footprint
- Store Manager attrition
- Lack of time management training and resources that addressed the unique productivity challenges of its Store Managers and aligned with Harris Teeter's culture and customer-centric values

### WHY WORKING SIMPLY

Harris Teeter wanted an interactive, case study based training program

customized to support the unique time management and productivity needs and challenges of its Store Managers. Due to its large geographic footprint and growing number of company associates, the program had to be scalable and taught by certified Harris Teeter trainers in each region.

## WORKING SIMPLY'S CUSTOM SOLUTION

**1** **Work Smarter, Not Harder program**  
for Store Managers and Associate Store Managers

**2** **Train-the-Trainer program**

**3** **Online learning and resource portal**

### RESULTS

Working Simply's customized solutions helped Harris Teeter achieve the following:

- **Enhanced** Store Manager work-life balance
- **Improved** associate retention and morale
- **Greater ability** to focus on more high value activities including customer interaction and associate engagement and coaching
- **Improved ability** to spend more time on the sales floor managing conditions - product and freshness levels, customer service, and shelf stock levels.

**The program's impact was so great** that Harris Teeter included it in their manager certification programs and have now rolled out the corporate version of the Work Smarter, Not Harder program.

### IMPACT

- **500 associates trained** in the Work Smarter, Not Harder program to date
- **Store Manager turnover has decreased to 9.5%** from 11% in 2018 since program launched to fiscal year end 2019.
- **Short term turnover (turnover within the first year of hire) decreased to 3%** since the program began.
- **An additional corporate version was developed and deployed for the corporate team** due to the success of the Store Manager Work Smarter, Not Harder program.