



CHALHOUB GROUP

# HR on the Driver Seat

“Mapping the experience of employees throughout their life cycle”

Florencio “Rhency” Padilla  
Head of People Experience – Group HR

**Presence in 8 countries**

**Team of over 12,000 employees**

**Over 750 retail outlets**

**200k sqm retail space**

**76k sqm warehouse space**

**10 e-commerce sites**

# About us

*Beauty*

*Fashion  
Accessories*

*Support Services*



WHAT

WE

DO

*Our vision*

**AMBASSADOR**

of luxury lifestyle in the  
Middle East

**A TRADITIONAL**  
distributor and retailer  
for luxury in the Middle  
East

**A HYBRID**

retailer bringing  
luxury experiences to  
the fingertips of  
customers  
everywhere



Strong values we proudly carry forward over the years



*Respect*



*Excellence*



*Entrepreneurial  
Spirit*

# Our transformation

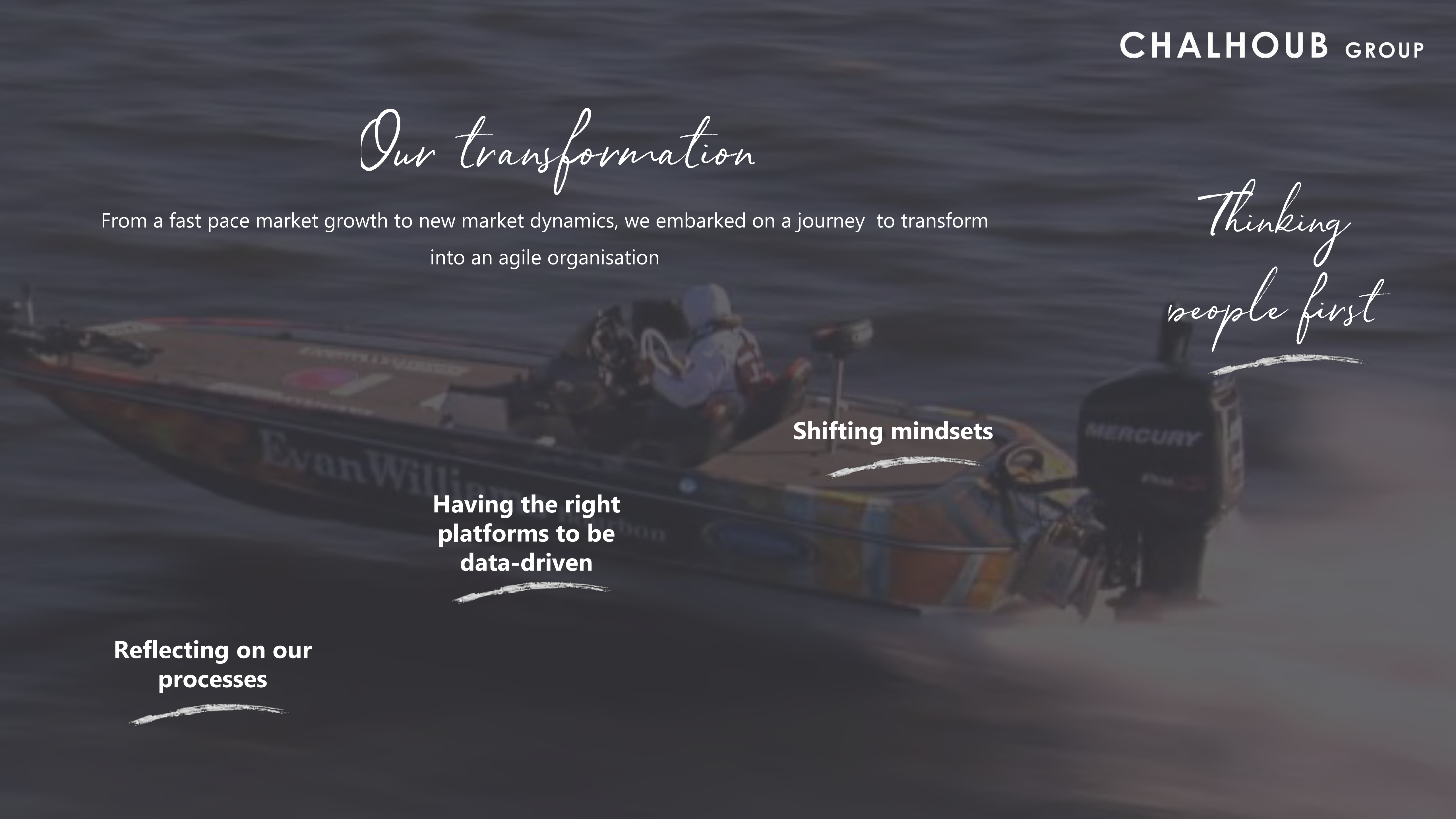
From a fast pace market growth to new market dynamics, we embarked on a journey to transform into an agile organisation

*Thinking  
people first*

**Shifting mindsets**

**Having the right  
platforms to be  
data-driven**

**Reflecting on our  
processes**



"The *shortest* way to do many things  
*NOW*  
is to **do one thing ~~at once~~**."

-- Richard Cecil

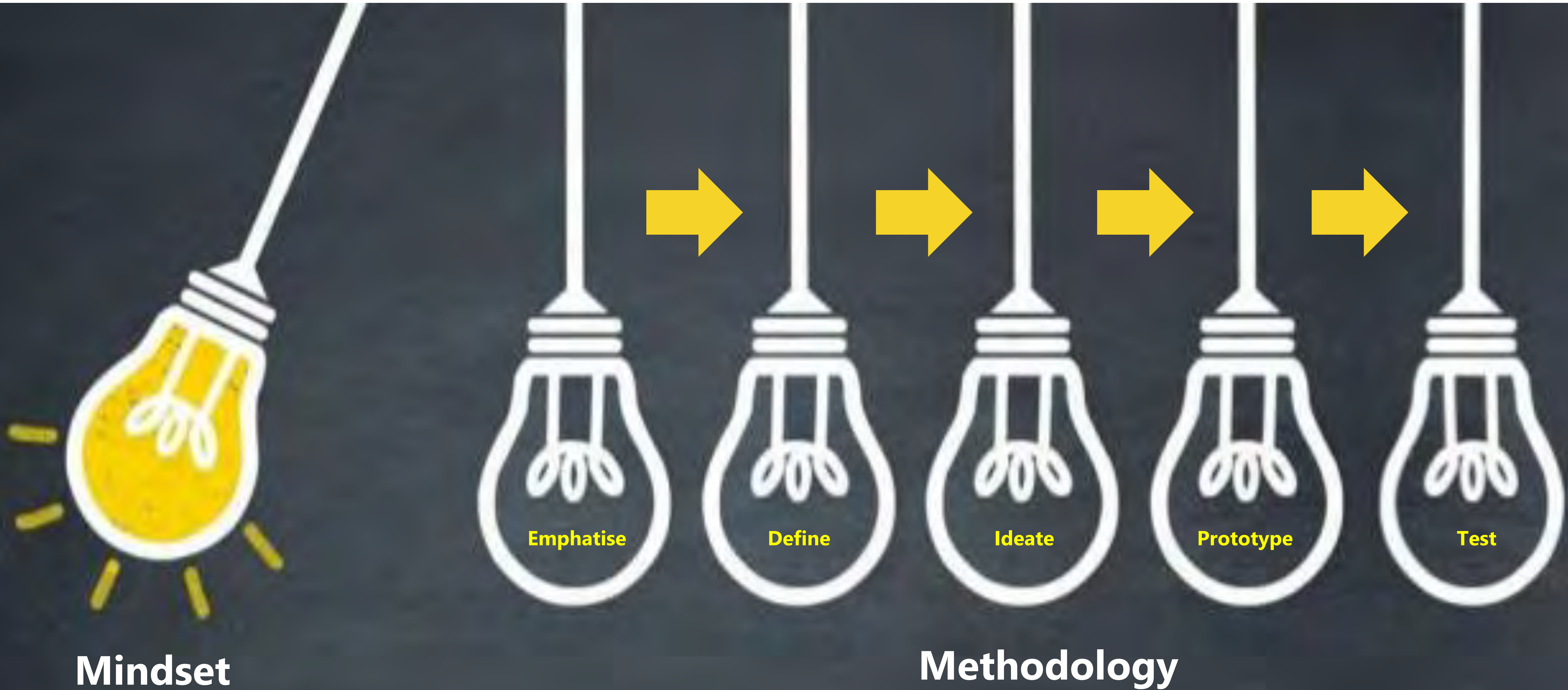
# Design Thinking

...is an approach that will change *HR* in its core.



# *Design Thinking* Principle

CHALHOUB GROUP



# Employee Journey Mapping Framework



EMPATHISE

DEFINE PROBLEM

CO-CREATE

IMPLEMENT

REVIEW

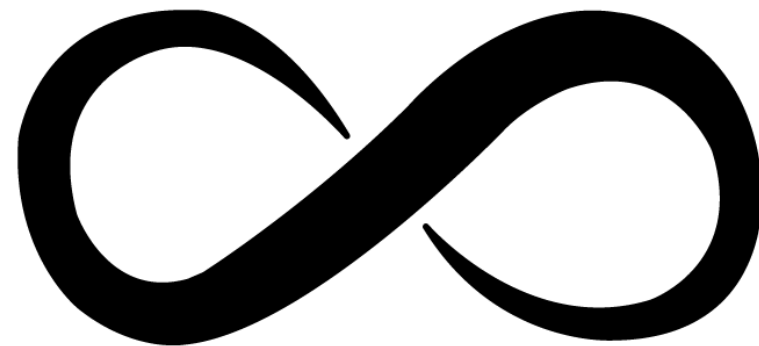
Administer surveys, conduct interviews and focus groups (2-4 weeks)

Analyse data , map the experience & understand what's important to your employees (1-2 weeks)

Generate solutions with all stakeholders. Get them involved (1-2 weeks)

Help stakeholders focus on 4-5 key areas. Test & take action (6 months)

Be the accountable partner to stakeholders. Measure & regularly review progress (ongoing)



**EX Mapping Duration:** 8-12 weeks



*Shift the mindset*

*Enable managers*



Build a *CULTURE* of  
ongoing feedback & continuous enhancements



**Where do  
you start?**

Nancy Newbie	Freddy Feedback	Sarah Solo	Manuel Manager
 <p><i>"I want to know how I'm doing and how I can improve."</i></p> <p>Time on Job: <b>6 months</b> Job Title: <b>Business Analyst</b></p>	 <p><i>"I just want to help everyone do their best work."</i></p> <p>Time on Job: <b>7 years</b> Job Title: <b>Tech Lead</b></p>	 <p><i>"I love new projects and new challenges."</i></p> <p>Time on Job: <b>4 years</b> Job Title: <b>Software Engineer</b></p>	 <p><i>"We should focus on people's strengths and interests."</i></p> <p>Time on Job: <b>11 years</b> Job Title: <b>People Manager</b></p>
<p>Nancy just started at Intel and she's very eager to do well. She periodically checks the feedback tool to see if she has received any new reviews.</p>	<p>Freddy feels very comfortable and proficient in his role. He sees himself as a mentor to junior engineers and cares about the product quality and the overall team performance.</p>	<p>Sarah loves her job. She loves problem solving, taking on new challenges, and learning new skills. Sarah hates tedious work like answering emails and tracking development hours.</p>	<p>Manuel cares about his employees. He wants to help his employees grow based on their strengths, explore their areas of interest, and develop successful employees.</p>
<p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Self improvement</li> <li>• Become more self aware</li> <li>• Improve her weak areas</li> </ul>	<p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Team improvement</li> <li>• Mentor and coach peers</li> <li>• Provide better quality products</li> </ul>	<p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Take on new challenges</li> <li>• Learn new skills</li> <li>• Work on interesting projects</li> </ul>	<p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Improve team collaboration</li> <li>• Develop employees' strengths</li> <li>• Help employees' on career path</li> </ul>

# Employee Persona

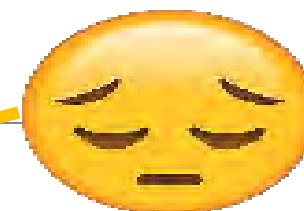
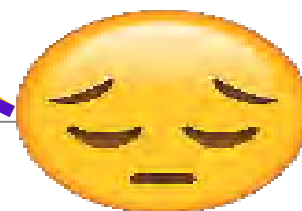
# Personalising *Experiences* Based on the *Personas*



Nancy Newbie



Freddy Feedback

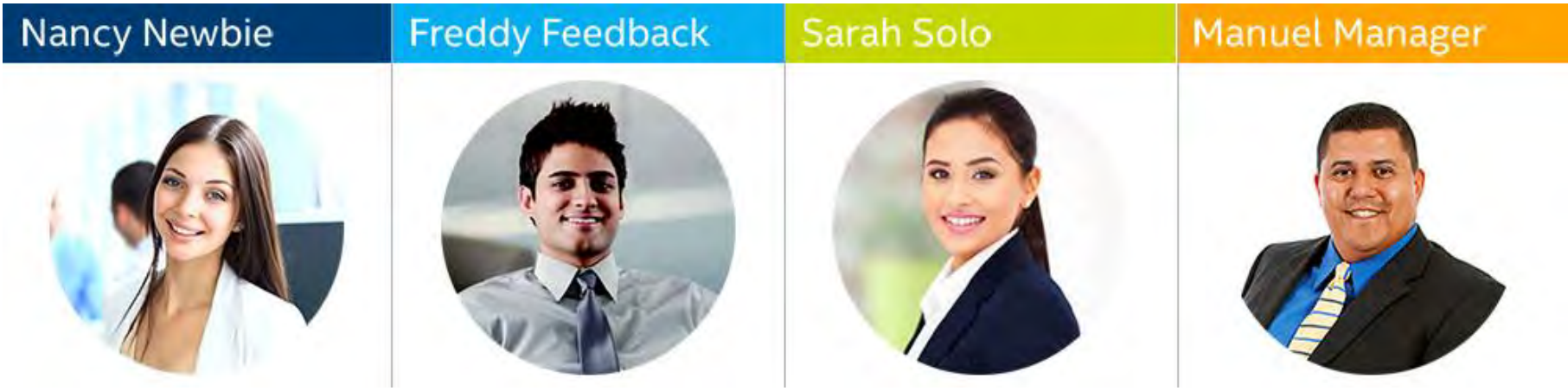
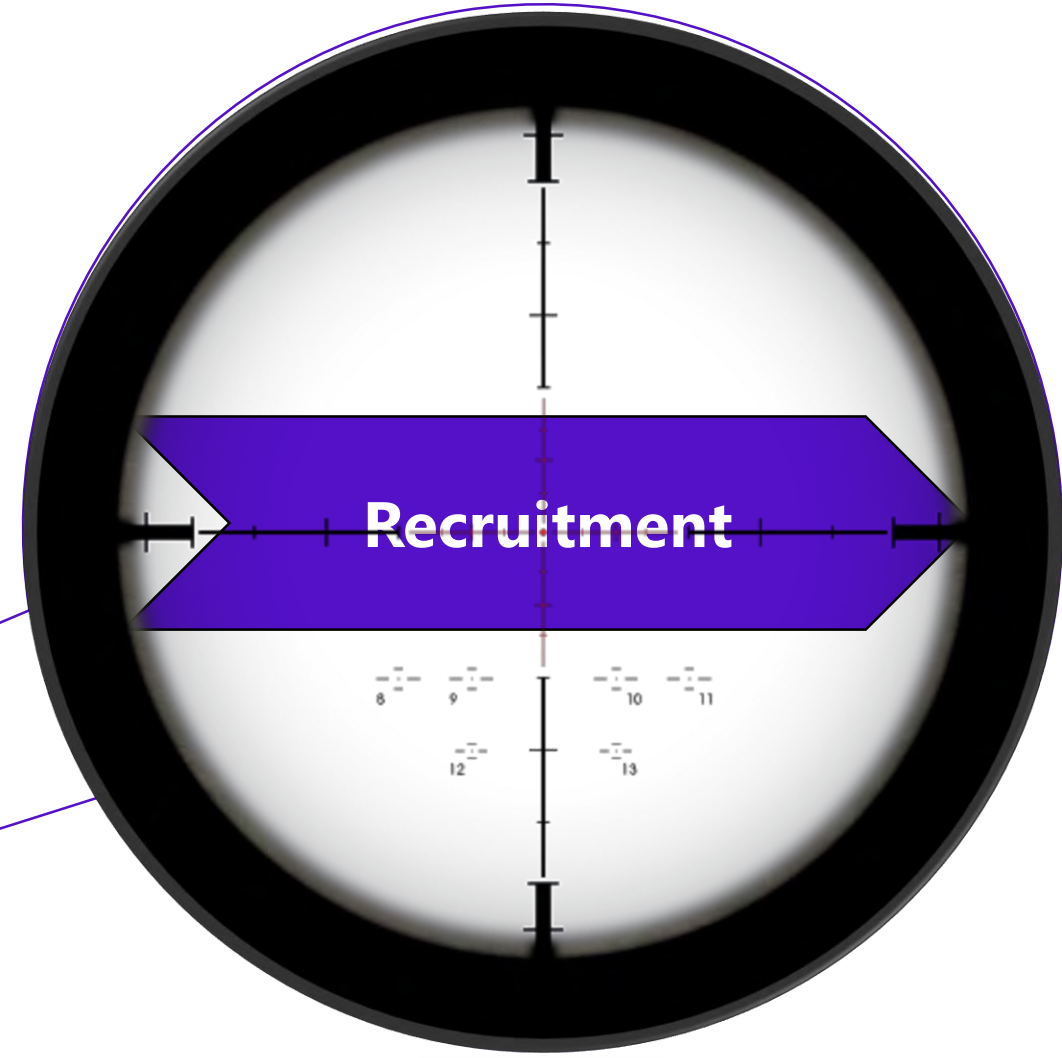


What does  
*great experience*  
 look like in  
 different touch  
 points?

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# Zooming In on a *Specific Touch Point*



1 | Candidate Journey

	Looking for Job Vacancy	Submitting Application	Interviews & Assessment	Feedback & Job Offer
EX Current State	<ul style="list-style-type: none"> <li>- Candidates fall into two pools - reactive and proactive.</li> <li>- Candidates usually discover the Group through various touch points such as careers website, linkedin, Instagram, career events, store &amp; office.</li> <li>- Recruiter reaches out to passive talents</li> <li>- Most candidates in the region know where and how to apply for job vacancies in the Group. However, in new markets, candidates do not know Chalhouh Group.</li> <li>- Chalhouh Group has a strong visibility on LinkedIn &amp; Regional Presence</li> </ul>	<ul style="list-style-type: none"> <li>- online candidates upload cv and fill profile information manually</li> <li>- some candidates email their cvs to any Chalhouh Group employees</li> <li>- cvs collected at careers events (internal and external)</li> <li>- walk-in candidates physically deliver cv to store/office</li> <li>- Applications done via ATS - DRIVE</li> </ul>	<ul style="list-style-type: none"> <li>- very personal and professional relationship with Talent Acquisition</li> <li>- candidates are informed about the steps during the process at each stage, but they don't have clarity on the whole process.</li> <li>- some candidates can have 5-10 interviews throughout the interview process.</li> <li>- candidates have phone screen interview with the recruiter - face to face interview with the recruiter - take online assessment - hiring manager interview - N-2 interview</li> <li>- technical assessment by compass &amp;/or subject matter expert</li> <li>- candidates have phone interview with the recruiter</li> <li>- assessment center - office testing - hiring manager interview</li> <li>- the outcome (successful &amp; unsuccessful) of the interview is shared with most candidates</li> </ul>	<ul style="list-style-type: none"> <li>- Talent Acquisition pass the candidate into the offer process and HRS via DRIVE. HR process offer and give the candidate the offer taking the process forward.</li> </ul>



Use *data*

to measure experience consistently & build

*a culture of accountability*



# People Experience

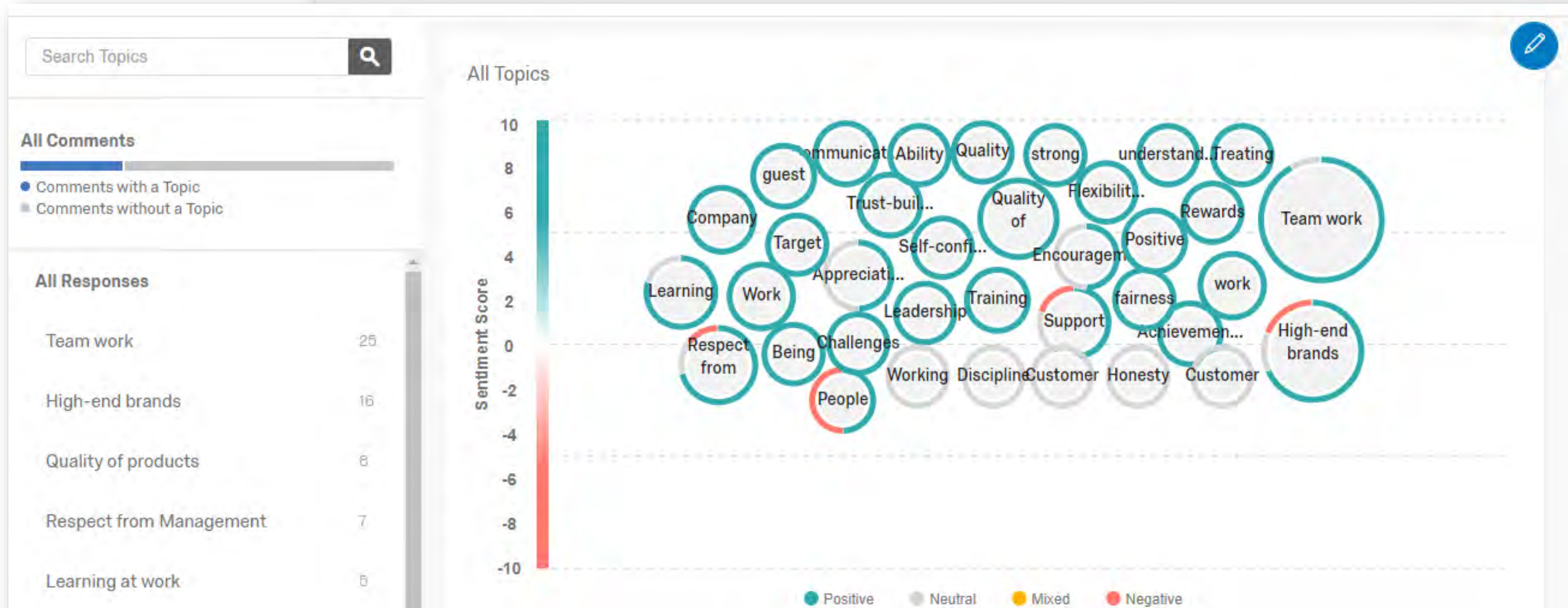
## DASHBOARDS

BREAKOUT TABLE - EX SCORE

Comparison: Overall  
Breakout: Working Country

	Overall	Bahrain	Kuwait	Qatar	Saudi Arabia	United Arab Emirat...	[No Value]
Responses	326	9	35	46	85	149	2
EX score	87%	78%	96%	89%	92%	83%	-
You are treated fairly	86%	67%	94%	89%	91%	82%	-
	81%	67%	97%	87%	89%	72%	-
	87%	89%	97%	91%	93%	80%	-
	84%	56%	94%	78%	85%	85%	-
	88%	89%	94%	87%	91%	85%	-
	92%	89%	94%	96%	99%	87%	-
	85%	78%	97%	85%	88%	82%	-
	89%	89%	97%	89%	92%	85%	-
	90%	89%	97%	87%	94%	86%	-

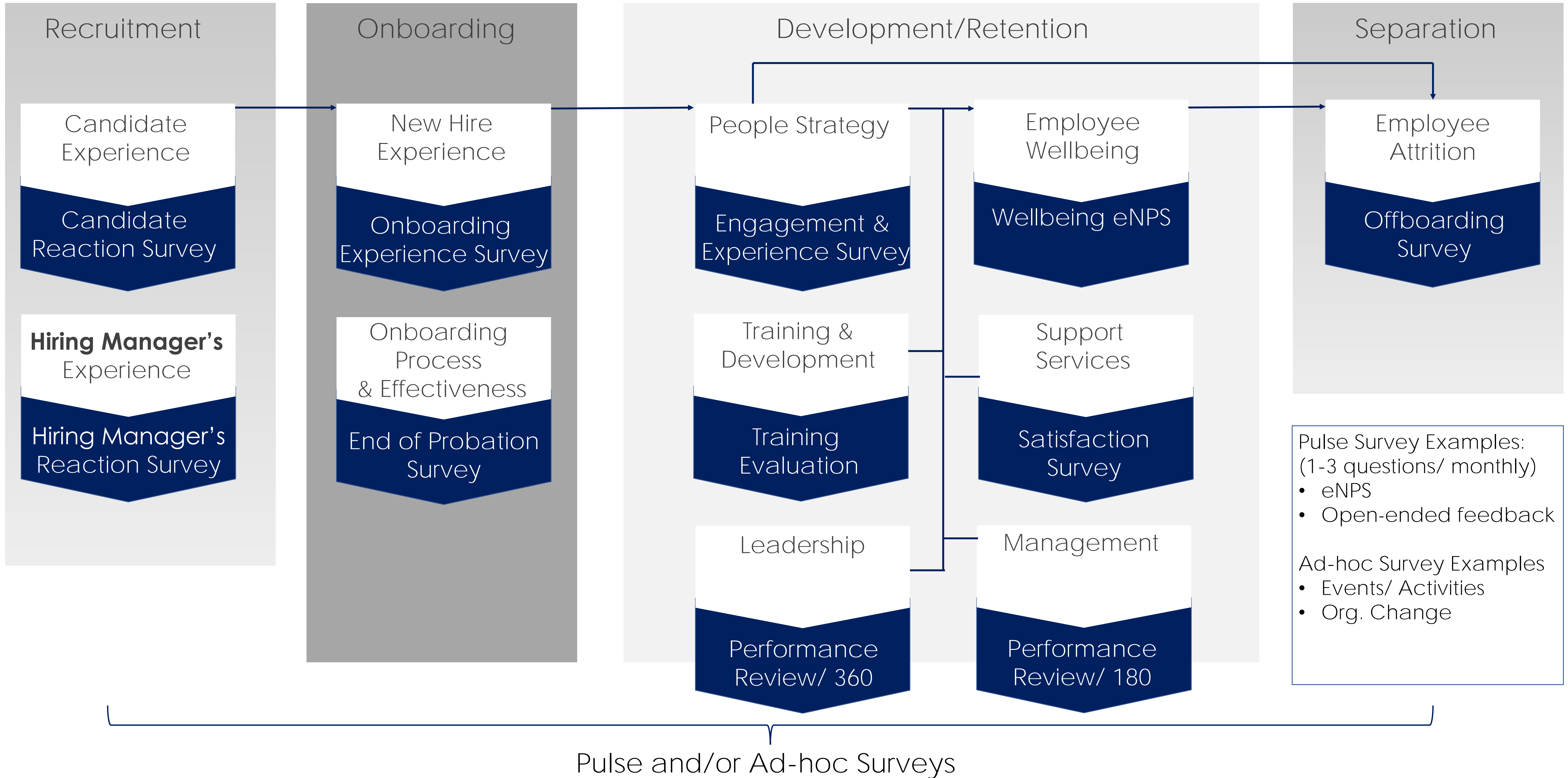
Name	Mean	Distribution
Culture	4.39	87% 6% 7%
You are treated fairly	4.30	86% 5% 9%
{e://Field/Department} invests in employees' well-being (intellectual, physical & emotional deve...	4.20	81% 9% 9%



**Note:** Establish people metrics early on in the project & hold managers accountable.  
Example:

- eNPS
- EX Score
- Engagement Score
- Happiness Index

# People Research Cycle



# Turn data into Actionable Insights



500 employees  
8 countries  
40 brands

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Invests in employees' well-being	81%	67%	97%	87%	89%	72%
You believe that leaders walk the talk	87%	89%	97%	91%	93%	80%
Offers flexible workspace options	84%	56%	94%	78%	85%	85%
The office/store reflects our values	88%	89%	94%	87%	91%	85%
You feel proud to bring a friend	92%	89%	94%	96%	99%	87%
Offers flexible workspace options & encourages autonomy	85%	78%	97%	85%	88%	82%
In general, the technology (hardware, software & systems) that you use	89%	89%	97%	89%	92%	85%
In general, the technology you need is available & accessible to everyone	90%	89%	97%	87%	94%	86%

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EMPOWER



CHALHOUB GROUP



ENGAGE

ENABLE

*Great Place to Work*

*Putting people at heart*

*Great Place to Work*

*Enable*

**EMPLOYEE  
EXPERIENCE  
DRIVEN BY AN  
ECOSYSTEM OF  
PERFORMING  
TOOLS**

**E F F I C I E N C Y**

Automation reducing administrative time (SuccessFactors Employee Central)

Smoother point of sale system (Oracle Xstore)

Mobile, snack learning & gamification (Axonify)

Chatbot and video candidate interviews (Easyrecrue)

Quicker signature process (DocuSign)

**V I S I B I L I T Y**

Collecting & analyzing data (Qualtrics)

Data-driven decision-making with people dashboards (Power BI)

**E A S E O F A C C E S S**

Employee self-service for all HR requests in one platform (SAP SuccessFactors)

Employee app as one-stop-shop for all platforms (Beekeeper)



## PEOPLE EXPERIENCE COMMUNITIES

20 communities; 187 volunteers  
across the Group, including for  
store-based employees



## LEARNING & DEVELOPMENT

Promoting a learning culture through  
our Retail Academy, using an easy  
mobile learning app, and offering  
internal mobility



## CHALHOUB GROUP

### EMPLOYEE APP

Amplifying the voice of our  
employees, community-building,  
open forum for suggestions,  
achievements throughout the Group



**Waheeb Alyounes**

Store Manager

Aug 27, 2019

### MOE Squad

It was a great pleasure to meet other people from  
different stores in MOE and get to know each other.  
We become closer to each other through this activity  
as we could share some pain points that we face in  
our stores.

# Engage



## **WE OFFER AN ENGAGING & COLLABORATIVE ENVIRONMENT**

Enhanced people policies to allow for flexibility and work-life balance

Personalised office spaces to ensure comfort, boost creativity and enable collaboration

Bringing our back office and store teams closer

# Home away from home collaboration

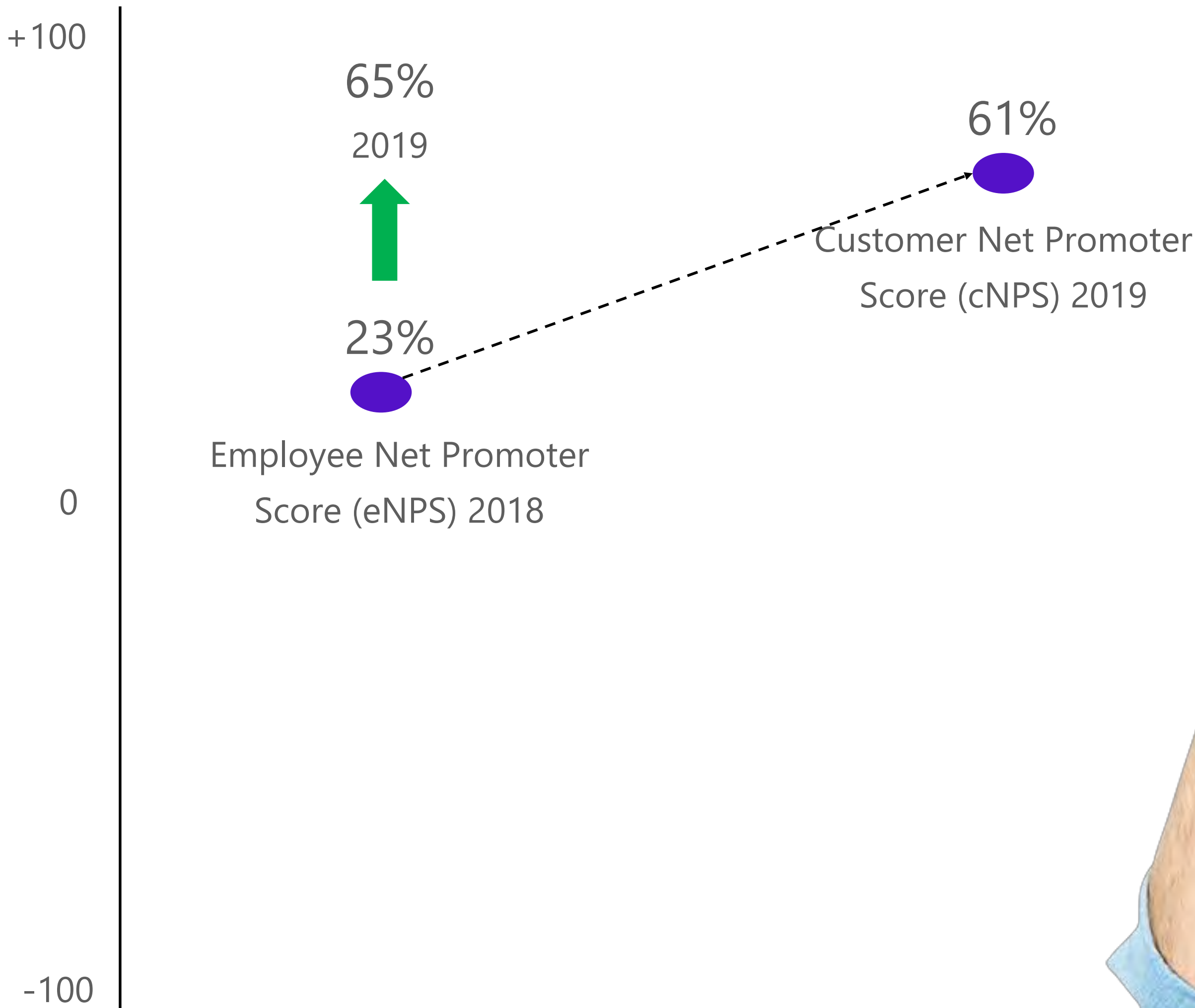


# wellbeing

## **WE OFFER AN ENGAGING & COLLABORATIVE ENVIRONMENT**

- Recognition at a Group level, brand level, country level
- Giving back to our planet and our communities through Chalhoub Impact
- Focusing on people's wellbeing through our H.O.P.E programme

Monitor the impact on customers and business



# Employee Journey Mapping Project Timeline



# Successful Employee Journey Mapping: things to consider



## Do's

- Look at each phase from multiple angles
- Know your end game
- Be intentional about who you involve
- Focus on key groups within the organization
- Communicate! Communicate!

## Don'ts

- Take a 'one size fits all' approach
- Keep your employee journey map updated
- Remember - it's a tool, not a solution
- Collect data that you cannot or are not going to action

"The *shortest* way to do many things  
is to **do only one thing *now* at once.**"

-- Richard Cecil



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*Stay connected & follow us!*



CHALHOUB GROUP TALENT



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