

# Attract + retain top talent by acting quickly on employee feedback



## Situation

Books-A-Million had never formally measured the employee experience but wanted to understand core successes and challenges of engagement across the enterprise. Looking to identify KPIs and ways to optimize the employee experience, they turned to their SMG team for help and launched their first system-wide associate survey.



## Insight

Location-level experience data identified Opportunities to Learn + Develop as one of the top drivers of engagement but a bottom-performing aspect of the associate experience.

Text analytics identified company communication and store-level pay as the top opportunities for BAM! to improve the team member experience.

Despite it being their first round of associate feedback collection, BAM! understood the importance of acting quickly on results and immediately implemented meaningful changes.

## Action

**01** | Created the Cashier Lead Position to provide additional advancement opportunities in the field

**02** | Simplified their bonus policy, helping associates take control of their work + be better rewarded for strong performance

**03** | Implemented a more relaxed dress code + launched quarterly all-associate meetings aimed at company transparency and goal alignment

## Results

- **4** ppts

Store-level turnover rates

+ **4** ppts

Opportunities to Learn + Develop

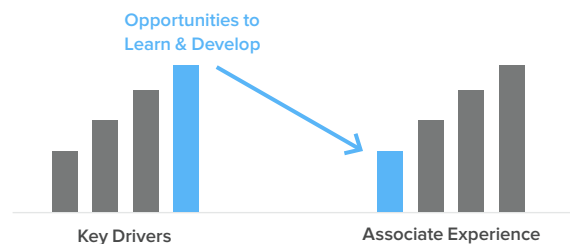
+ **4** ppts

Open Communication Throughout Organization

+ **1** ppt

Overall Engagement

**Opportunities to Learn & Develop was a top key driver but a bottom performing aspect of the associate experience**



This Top Partnership Insight was awarded to Books-A-Million in 2020