

Customer Snapshot



# The Kroger Company Aligns Manufacturing Facilities Using Betterworks



## Size

250,000-500,000  
employees

## Industry

Grocery Retailer

## About

The Kroger Company is one of the world's largest grocery retailers, with stores in more than 2,700 locations and nearly 431,000 associates (including 8,000 in manufacturing). Its family of stores operates under nearly two dozen banners across many states and includes grocery and multi-department stores, discount, convenience stores and jewelry stores. Founded in 1883, the Kroger Co. believes in building strong local ties and brand loyalty with its customers.

## Business Challenges

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- Objectives for individuals in 35 manufacturing plants were set annually, but rarely changed during the year as business and priorities shifted.
- Employees at different levels didn't always understand how their roles connected to overall enterprise objectives.
- Lack of alignment between individual, team and corporate goals jeopardized the company's strategic priorities.

## Why Betterworks

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When Group VP of Manufacturing Erin Sharp joined The Kroger Company a few years ago, one of her targets was to transform a traditionally run manufacturing organization into an operation of the future. The effort started with annual goal setting, which had been done for the last four years via Excel spreadsheets as a way to get employees used to creating objectives that connected to a higher strategy.

Implementing Betterworks was a natural fit for Kroger's journey to high-performance work systems, and within a year, its use has shifted the focus of the manufacturing group from tactical to strategic. As Sharp explains, "Instead of spending 70 percent of your review talking about the past, you're spending 80 percent talking about what you're doing to change the results and what path you're on. That's been really healthy for our teams."



*Betterworks is our tool to solidify our core values of innovation, diversity, inclusion and collaboration.*



Natalie Collier,  
Operations Leader

## Results

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Transparency is being embraced, with employees viewing others' goals a total of 49,000 times. 74% of users have viewed goals outside of their facility.



The company has increased focus and alignment throughout the manufacturing organization with 2,269 active goals and 90% alignment across goals and milestones, as well as an average of 12 check-ins per user per quarter.



Employees are actively using goals and Betterworks to make their work and their business more efficient, seeking out insights and best practices from other Kroger facilities.

## betterworks™

Betterworks™ aligns, develops and activates your workforce for business growth. Our easy-to-use, integrated software solution replaces outdated annual review processes with powerful Continuous Performance Management™ programs to help organizations ensure everyone is working on what matters most and are having the crucial conversations necessary to inspire and motivate their entire workforce to meet today's goals and tomorrow's challenges.

Learn more about ***Betterworks™***, and for more information about the latest HR strategies and best practices visit our ***[resources gallery](#)***.

