

Fully Stocked: Alternative Workforce Models for Retail



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Solutions

The retail industry is a window into the American workforce.

As tectonic shifts in the market continue to create ripples across the American economy, leading retailers find themselves at the epicenter of a retail revolution that extends to the workforce. Retail workers represent all types of people in different types of roles with varying levels of experience, education and skills. The Retail Industry Leaders Association (RILA) is fond of saying that retail is for everyone; it is the place for a first job, a second chance, a third act. And depending on what opportunity an individual is seeking, retail can be a lifelong career or a part-time side hustle. The retail workforce is truly representative of the American workforce.

The evolution of the gig economy and trends around independent and autonomous work are impacting retailers in ways that were unimagined just a few years ago. Leading retailers who have been the employers of choice for individuals seeking flexible work schedules are seeing their traditional talent migrate to gig platforms. To stay ahead, retail leaders are constantly reimagining the workforce experience, with the understanding that people ultimately drive retail success. The battle for talent is fierce, and retailers that strategically recruit talent when and where candidates want to find work will have an advantage.

As policymakers assess what the future of work means for both employers and employees, RILA is excited to partner with ManpowerGroup Solutions on **Fully Stocked: Alternative Workforce Models for Retail** to provide tangible thought leadership around the evolving talent marketplace and examine how retailers can successfully adapt.

Leading retailers are building a 21st century retail workforce that is diverse, innovative and skilled. From operations to public policy, RILA and its members are looking to shape the rapidly changing landscape to ensure that talent will always be able to choose retail as a path to achieve personal and professional success.

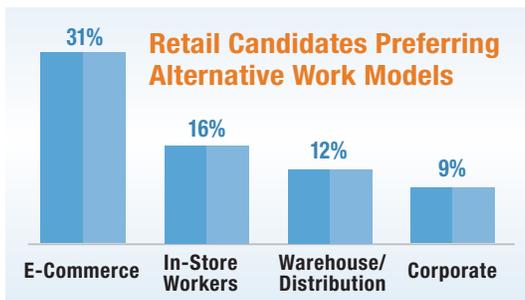
Evan Armstrong, Vice President Government Affairs
Retail Industry Leaders Association



“Rather than running away from the gig economy, we are running toward it. We want to meet the needs of our workers who want technology to ease their lives. We are pioneering the new world of retail work.”

HR Executive – Retailer

The retail industry is undergoing seismic shifts in how it does business. New forms of retail are all around us: e-commerce, in-store boutiques, pop-up shops and brick-and-mortar stores for online retailers. New forms of customer interaction, such as curbside pick-up, are revolutionizing the shopping experience. Automation, including self checkout, robotic shelf scanners and conveyor systems for unloading trucks, is transforming customer-facing and warehouse/distribution practices. While the media focuses on store closings and layoffs, retail executives know the real story lies in the more than half a million current job openings in the retail sector.¹



Simultaneously, the nature of the way people want and expect to work has shifted. There is much talk about the “Uberization” of work. The rise of the gig economy has shown workers that technology can be a means for turning work on and off at their discretion. As described in Talent Management Excellence, “this trend has significant, and possibly irreversible implications, for people who are tasked with finding, hiring and managing talent.”² In some cases, the retail sector is now competing with gig employers for part-time workers.

Gen Z (individuals born in 1997 or later) is the future for retail. A recent study found that 46 percent of Gen Z workers are freelancers.³ And as more Gen Zers come of age in the workforce, that number is only projected to grow. Gig work is easy for them to find and manage through the portal they rely on most: their smartphones.

Research already shows that the preference for alternative work models (non-permanent, full-time work including contract, project, part-time, seasonal, temporary and gig work combined) is high. According to the ManpowerGroup Solutions Retail Candidate Preferences Survey, it is the highest among e-commerce candidates (31%) followed by in-store workers (16%), warehouse/distribution workers (12%) and corporate roles (9%).⁴

The gap between candidates for corporate roles and other retail job types, suggests that executives may be caught napping when it comes to leveraging trends in the gig economy for closing the talent gap. New strategies and tools such as collaborative hiring and on-demand staffing platforms

are already being used by innovative retail executives to address seasonal hiring needs, increase shift fill-rates, and seek competitive advantage in today’s tight market for retail talent. **This paper briefly explores what retail candidates want, why retailers are not taking advantage of these tools, why they should be and a series of recommendations for how to move the industry forward.**

More than half
A MILLION
CURRENT JOB
OPENINGS
in the retail sector.



¹ 677,000 open jobs as described in the Gartner, Talent Neuron Retail Report, March 2019.

² Courtney Harrison and Alex Kinnebrew, “Are You Ready for the On-Demand Workforce?” Talent Management Excellence, April 2019, 5. https://www.hr.com/en/app/blog/2019/04/are-you-ready-for-the-on-demand-workforce_julhv953.html

³ Nick Bunker, “Who Is Clicking On Ridesharing Jobs?” Indeed Hiring Lab, May 2019. <https://www.hiringlab.org/2019/05/09/ridesharing-jobs/>

⁴ Apocalypse or Evolution: What Retail Employers Need to Know About Candidate Preferences, ManpowerGroup Solutions, 2018. <https://www.manpowergroup.us/campaigns/manpowergroup/us-candidate-tech-preferences/siri-find-me-a-job/pdf/us-retail-candidate-preferences-report.pdf>

Retail candidates need flexibility

The retail industry has long been valued for the schedule flexibility it offers students and others who wish to avoid 9-to-5 workdays or the traditional workweek. According to the ManpowerGroup Solutions Retail Candidate Preferences Survey, eight out of ten retail candidates cite time for study, another job, family responsibilities or self-enrichment as the main attraction of non-full-time work. Approximately one-in-four warehouse/distribution candidates (22 percent) and in-store candidates (25 percent) desire more choice and control in their work shifts. A study of retail workers by Retail Dive found that workers want more consistent hours and more pay.

Flexibility can even be a motivator for job switching. In-store and warehouse/distribution candidates are significantly more likely to change jobs for schedule flexibility than other types of retail candidates. For example, the recent implementation of an on-demand shift platform in a warehousing operation resulted in the successful scheduling of an additional 900 hours of work per month.⁵ In-store and warehouse/distribution



candidates are also less likely to change jobs based on compensation than other types of retail candidates — suggesting that employers who offer maximum flexibility may also save money in the long run.

A growing body of evidence suggests that retailers are already competing with rideshare companies for candidates interested in part-time work. According to Indeed, the average rideshare job seeker in 2014 was 29 percent more likely than the average overall job seeker to look at a non-rideshare part-time job posting.⁶ But during the first three months of 2019, the average job seeker who clicked on a rideshare job posting was approximately 36 percent more likely to click on a non-rideshare part-time posting. Indeed also found the pool of rideshare job seekers is evolving — moving away from driving jobs toward positions such as cashier and dishwasher.

What is an on-demand staffing platform?



An on-demand staffing platform allows employers to interview, hire and train a shared pool of qualified workers then use scheduling software to offer or assign shifts, geo-track attendance, provide feedback and even use surge pricing for difficult-to-fill shifts. Workers select shifts from an app on their phones and receive push notifications/reminders. Examples include Forge, Jyve, HYR and Wonolo. Some platforms offer additional services such as geo-location tracking which prompts workers to clock-in for their shift the minute they enter the geo-fenced store or warehouse location. Throughout the shift, the platform can also remind workers to take breaks in accordance with federal or local labor laws.

Another feature can be dynamic wages, where employers can input a wage premium they are willing to pay in case of a last-minute call-out, no-show or increased labor demand. Real-time performance ratings are also available on some platforms.

⁵ Courtney Harrison and Alex Kinnebrew, "Are You Ready for the On-Demand Workforce?" Talent Management Excellence, April 2019, 5. https://www.hr.com/en/app/blog/2019/04/are-you-ready-for-the-on-demand-workforce_julhv953.html

⁶ Penguin Random House Case Study, <https://www.joinforge.com/wp-content/uploads/2016/01/CaseStudy-PenguinRandomHouse.pdf>

⁷ Nick Bunker, "Who Is Clicking On Ridesharing Jobs?" Indeed Hiring Lab, May 2019. <https://www.hiringlab.org/2019/05/09/ridesharing-jobs/>

“The reality is we are already sharing talent with other employers. Why not optimize that dynamic and perhaps become the employer of choice for the best and brightest?”

HR Executive – Retailer

Why retailers should be using on-demand staffing platforms

There are many benefits to using on-demand staffing platforms. The first is overcoming recruiting challenges. Recruiting is one of the most costly and time-consuming HR tasks. These platforms develop a deep and ready “bench” of talent for employers. With talent pools that offer the ability to curate by skill set or geography, employers will find them efficient for expansion efforts, seasonal hiring cycles, pop-up retail opportunities or filling the everyday talent gap.

The second benefit is improved morale and worker loyalty. As previously established, retail candidates need to fit jobs around their lives. On-demand platforms appeal to candidates’ entrepreneurial spirit and changing availability by allowing them to exchange, drop or pick up additional shifts with the ease of their smartphones. Workers experience a sense of empowerment from using these platforms. Workers with better work-life balance and more freedom will not only be happier at their jobs and provide better customer service, but they will also be more loyal and spread positive word of mouth about the company with friends and online. This is likely to lead to reduced turnover/improved retention. Increases in sales and productivity and decreases in theft and injury should follow.

Increased agility is also a likely employer benefit of on-demand platforms. In the ways that just-in-time delivery systems revolutionized the logistics industry, on-demand staffing platforms can help employers match staffing needs to peak foot-traffic periods, seasonal sales fluctuations, merchandise delivery, stocking cycles and other ebbs and flows in the retail dynamic. Using these platforms will likely provide new opportunities for analysis and iterative learning for managers.

In this way, it is useful for employers to think of on-demand staffing platforms as optimization tools.

⁷ Claire Cain Miller and Ernie Tedeschi, “Single Mothers Are Surging Into the Work Force,” The New York Times, May 29, 2019. <https://www.nytimes.com/2019/05/29/upshot/single-mothers-surge-employment.html>

What is collaborative hiring?

Collaborative hiring is a strategy for hiring in a tight labor market where multiple employers create a shared talent pool. This makes the most sense for industries or companies that share a need for a specific type of skilled worker on a part-time or seasonal basis.



“Single mothers in the United States can face many barriers to employment...a sick child or a flat tire can mean a lost job. **Jobs in nursing and managing and moving inventory in warehouses had the highest growth in employment for young, single mothers between 2015 and 2018.** Retail and administrative jobs had the largest decline.”

The New York Times



Roadie enables retailers to tap into a crowdsourced delivery model that is highly flexible, scalable, and cost efficient. It helps retailers compete more effectively in a marketplace increasingly driven by customers who want expedited delivery and it helps mitigate seasonal fluctuations in sales.



Marc Gorlin – Founder, Roadie

Another area where on-demand staffing platforms could be useful to retailers is solving the last-mile delivery challenge. Services such as Instacart and Roadie are already using on-demand staffing platforms and a gig model for the delivery of groceries. A recent study showed that 65 percent of customers already use alternative grocery delivery services to attain faster access to purchases than from traditional retailers. Seventy-five percent of customers would increase spend and shopping frequency in return for timely online grocery delivery.⁸ And it is not just for food products; cleaning supply, pet- and baby-care retailers can all benefit.

Lastly, an anticipated benefit is the opportunity for data tracking for retail career path cultivation. A recent Wall Street Journal article detailed how retail sales associates can advance to jobs, such as warehouse/distribution supervisors, retail operations supervisors, e-commerce assistants and marketing/sales associates.⁹ On-demand staffing platforms can help supervisors identify talent for additional training and transitioning to other roles within the company. Retailers with stores and distribution/warehouse centers in a given market are showing interest in offering workers the opportunity to pick up additional shifts at both types of locations.

⁸ Capgemini Research Institute, The Last Mile Delivery Challenge, 2019, 15-17, <https://www.capgemini.com/wp-content/uploads/2019/01/Report-Digital---Last-Mile-Delivery-Challenge1.pdf>

⁹ Lauren Weber, "Evolving At Work," Wall Street Journal, April 20, 2019, B1.

Coalition for Workforce Innovation

The Retail Industry Leadership Association recently became a founding partner in the Coalition for Workforce Innovation (CWI). Its mission is to modernize federal workplace policy in the United States. Bringing together diverse stakeholders representing technology companies, worker advocates, and the retail and service industries, the Coalition educates policymakers on the benefits of independent work and supports policy proposals that protect and empower individuals to choose nontraditional work arrangements.

Coalition principles include the idea that individuals should have the freedom to determine how, when and where they work. And those choosing independent work should be treated fairly under the law in terms of access to training, benefits and certain protections. The Coalition believes that empowerment and flexibility for workers will improve economic opportunities for workers and outcomes for organizations. CWI participants believe that independent work should be accessible across all positions, platforms and industries, and that legal and regulatory consistency across states is vital for the broad adoption of independent work.

Other charter members of the Coalition include Amway, DHL, the Direct Selling Association, Forge, HYR, IPSE-US, iWorker Innovations, Lyft, TaskRabbit and Postmates.



To learn more, visit <https://workforceinnovation.net>.

“Why wouldn't I want to encourage in-store workers and warehouse workers to cross-over if they so desire? It adds variety to the work, expands a worker's knowledge of the retail industry and encourages them to view retail as a viable career path.”

HR Executive – Retailer

It's All in the Family: Chico's FAS, Inc.

Chico's FAS, Inc., a specialty retailer of women's private branded apparel, intimates and accessories for fashion-savvy women 35 and above (operating under the Chico's, White House Black Market and Soma brand names), is now sharing talent across its brands. Overall, the company employs about 20,000 associates at 1,418 stores, a Georgia-based distribution center and customer service center, and their headquarters in Florida. They also have a strong online sales presence.

Chico's FAS's new strategy is to maximize their hours of talent in the organization. The theory: Many workers are not working as many hours as they would like. Meanwhile, managers seek to increase their shift-fill rates. Chico's FAS plans to share sales associates as well as support workers for shipments/inventory/stocking across its three brands. In mall locations, all three stores may be present, and workers will now be able to move within the brands after proper training in the brand, product and merchandising.

The key to this plan is the development of a new level of management. Where brands are co-located or nearby, the company plans to elevate its strongest leaders to oversee multiple locations.

Chico's FAS not only anticipates that labor gaps will close and efficiencies will increase, but it is also using the strategy as an opportunity to enhance worker experience at all levels. Workers who learn a second brand improve their career progression and enhance their leadership skills.

The hope is also that retention will increase among in-store workers. HR executives anticipate that workers will no longer have to take second jobs and that the best talent will become more loyal to Chico's FAS.

The company is already employing a similar strategy in their distribution and call centers. People can be trained in different parts of the operation and if one department is slow, they move people to another. Call center workers have now been trained across brands and in multiple functions ... , including taking calls, answering texts, and emails. It is a win-win: Chico's FAS can better manage their workflow and workers learn new skills that make them more valuable in the marketplace.

Chico's FAS is currently working on the technology required to fully enable on-demand staffing in their retail stores. The company will be one to watch as a pioneer in this field.



“The people that would utilize a system like this would be your hardest working people... your most valuable workers. Why wouldn't you try to facilitate this?”

HR Executive – Retailer

Case Study: WorkMyWay

A large retailer with nearly 2,000 stores across North America had plans for continued expansion in a highly competitive retail environment. Not only did the company have to aggressively recruit to keep pace with expansion, but fluctuating seasonal demands and volume hiring created near-term challenges.

ManpowerGroup Solutions used its WorkMyWay.com platform to create an engaged talent pool for the company. **Candidates join WorkMyWay.com to leverage their skill sets across employers and decide when and how they want to work.** WorkMyWay is very similar to a job board. Candidates upload their resume and fill out a short, simple form. A candidate record is created in the applicant tracking system or customer relationship management tool and linked to the job they applied for. Once registered, the recruiter receives an email notification and begins the screening process.

Regular communications between recruiters and candidates combined with opportunities for seamless seasonal employment have resulted in return candidates and loyalty.

WorkMyWay

Case Study: My Walmart Schedule

At the end of 2018, Walmart launched the **My Walmart Schedule app that allowed associates to view schedules, swap shifts with other workers and pick up unfilled shifts. They can also pick up shifts to work extra hours beyond those scheduled. Once they are trained in a certain skill, they can simply go to the app and pick up shifts.**

The new system was also designed to create more consistency in scheduling. Using a method called “core hours,” an employee works the same weekly shifts for at least 13 weeks — providing the employee consistency to plan life around work.

Managers have reported the **new approach has saved them up to eight hours per week which means they devote more time to the sales floor with their in-store workers and customers.** Walmart associates using My Walmart Schedule have reported enjoying learning different parts of the store and the variety of work it provides.¹³



“One of the many challenges facing the hiring and employment of hourly workers is transportation issues. By drawing upon talent that was already successfully getting to and from Ala Moana mall, that hurdle was virtually eliminated.”

Stacey Ferreira – Founder, Forge

¹³ Matt Smith, “New Scheduling System Gives Associates More Consistency and Flexibility,” <https://news.walmart.com/2018/11/13/new-scheduling-system-gives-associates-more-consistency-and-flexibility>

Case Study: Sports Basement

Sports Basement is a sporting-goods retailer that sells gear and equipment at bargain basement prices. More than just a store, the location is also a community center, hangout and hub for local athletes who use the space for meetings, social and educational events. Sports Basement has six retail locations in the San Francisco Bay area, one of the most difficult labor markets in the country. According to Gartner's TalentNeuron and the ManpowerGroup Solutions Quarterly Market Report on the Americas (June 2019), the Bay Area ranks eighth in the country for retail job volume. Demand for retail workers far exceeds supply. Further complicating matters, spikes in deliveries and customer traffic mean Sports Basement needs a cost-effective source of quality workers with maximum flexibility.



Sports Basement now uses Wonolo, an on-demand staffing platform, to dial up staffing whenever they need it — saving money in the process. Wonolo provides quality workers in as little as two or three hours' notice. A review system ensures that the people hired are good, motivated workers.

Since 2015, over 500 jobs have been completed for Sports Basement by “Wonolers” with an average fill rate for jobs at 92 percent.¹⁰

Case Study: Ala Moana Center

In the 60-year-old Ala Moana shopping center in Honolulu, Hawaii, 65 retailers participated in a revolutionary new project aimed at reducing turnover among its hourly workers. For most retailers in the Aloha State, turnover exceeds 50 percent and the average cost to hire a new \$10/hour worker is \$3,328.¹¹



Using Forge Technologies, a mobile-first, flexible management platform allowed managers to share quality talent within the Ala Moana mall. Store managers posted available part-time jobs as sales associates, stock associates, servers, food prep, cooks and hosts. They also gave their existing part-time staff the ability to join the labor pool. Managers then reviewed labor pool resumes and offered opportunities to interview for a second part-time job at their stores.

The platform notified the candidates who could then accept or decline to interview. Once a week, managers hosted interviews for new candidates. For those selected, managers hired and trained the new hires per their company policies and procedures. The workers legally became employees of two companies. Once interviewed and on-boarded, the new part-time workers could easily manage their schedules through the Forge app. The Forge Flexible Scheduling module coordinates schedules across brands, preventing workers from being double-booked across stores and reducing missed shifts.

In the first month, a shared labor pool of more than 500 workers at the shopping center was created. On average, each retailer shared talent with three other companies. During the first two months, an estimated \$27,750 worth of money and time was saved by the managers using the platform.¹²

¹⁰ Sports Basement Case Study, <https://www.wonolo.com/customers/sports-basement/>

¹¹ Case Study, Forge. <https://www.joinforge.com/wp-content/uploads/2016/01/Mall-CS-2018.pdf>

¹² Case Study, Forge. <https://www.joinforge.com/wp-content/uploads/2016/01/Mall-CS-2018.pdf>

“Retail gig workers won’t understand my brand/product. How can I trust them with my customers?”

One of the most common reasons retailers are wary of on-demand hiring platforms and collaborative hiring is the fear of brand dilution in customer-facing positions. Store metrics are evolving from sales-per-square-foot to a customer experience metric. Even online retailers are discovering what traditional retailers have known all along: an immersive in-store experience is one of the best ways to build brand relationships with consumers. Customers do not just want places where items are sold — there are websites for that. New services, entertainment, classes, social experiences and other brand-enhancing experiences are people-reliant. In other cases, specialized product knowledge is required of sales associates.

It is important to recognize that integrating on-demand shift platforms does not take the place of traditional onboarding programs emphasizing company culture, values and product-based knowledge and skills. The hospitality industry, where product-based knowledge and skills could be a hurdle, has been among the first to embrace on-demand staffing platforms and found that training in specific foodservice products has been less onerous than anticipated.

“Who becomes employer of record in this model? What about legal and regulatory risks?”

It depends. Alternative work arrangements are moving faster than the legal and regulatory environment. With some established on-demand scheduling platforms, the platform itself becomes the employer of record. They handle payment, taxes and workers’ compensation insurance, and ensure compliance with all laws and regulations. With others, companies retain their status as employer of record. In cases where a company is hiring from its own pool (e.g., Chico’s FAS), it can avoid these concerns altogether.

Companies considering these new platforms agree that, at least initially, they must be voluntary for workers to avoid wage and hour laws that require companies compensate workers for the time spent looking up their shift schedule away from work. Savvy employers position the platforms as a complementary tool at workers’ disposal.

“That sounds expensive. I’m unsure about how to invest in that technology.”

Some companies are turning to the host of new companies occupying this space, while others are customizing existing technologies for their own unique needs. It is true that ROI is an important consideration. The larger the organization and the more concentrated the footprint, the more likely an on-demand staffing platform will create efficiencies and save money.

“I have so many other things to worry about, now this?”

Of all the industries, retail has witnessed first-hand the dangers of inertia when it comes to technology. Employers are facing a labor market where the candidate is king and candidates are clear about the way they want to work in the future: on their terms. If labor and inventory are the two major costs for all retailers, then finding the sweet spot between gig-work and retail should be keeping employers up at night. Leading retailers will ensure on-demand work will be part of their talent strategy.

Conclusions and Recommendations

It is clear that to be competitive, the retail industry needs different work platforms for different people at different times in their lives. The future relies on building a system where independent work is legal and accessible. Independent work is not a substitute for the traditional workforce, but rather a supplement for those who want to work in this manner. Here are a few ways retailers can begin to move the industry forward:



Start internally

Retailers should begin by building an internal “gig system” to mitigate legal/compliance issues. Start across brands, across stores, and transition from store-level talent pools to district-level talent pools. Train willing people in multiple brands or different roles. Workers will appreciate the fact that companies are investing in them, and the increased engagement will lead to increased loyalty and lower turnover.



Start slowly

The use of on-demand staffing platforms does not have to be an all or nothing approach. Retailers may want to experiment first with Monday-Wednesday shifts with managers slotting people in when coverage is inadequate. Every organization is going to be different; some may achieve full flexible scheduling in two months and others may take five years.



Roll out first in commodified roles

For retailers who are uncomfortable with the concept, pick job roles that are easily transferable between people. In-store, cashiers may be a good place to start. In addition to in-store positions, roles in distribution centers such as packers, drivers, material movers and light truck drivers are also good candidates. In the hospitality industry, roles like housekeepers were among the first to use on-demand staffing platforms; eventually it spread to other more branded roles such as servers and concierge staff.



Anticipate change management issues for store managers

Retailers that are experimenting with on-demand scheduling platforms have reported some difficulty with transitioning managers (and not the workers). Managers accustomed to calling a sister store for help may be resistant or slow to adopt a technology that manages the process for them. They may feel as though they are giving up an element of control over their workers or feel less valued. Retailers need to help managers find other ways to productively fill the hours they previously spent scheduling.



Speak out for policy change

Industry organizations and their members, like the Retail Industry Leaders Association, are a powerful voice for policy change. The industry needs a new framework/class of independent labor that can work in the new paradigm without retailers facing regulatory compliance issues. This is of particular concern to multi-state employers. Retailers could also potentially benefit from other policy changes, such as Lifelong Learning Accounts in which workers set aside money for their anticipated education over time. Employers could provide matching funds as well. Workers can dip into the accounts to help them advance, up-skill, cross-skill or re-train in the face of displacement.



Collaborate on a retail certification program

Industry organizations can also potentially play a powerful role in facilitating an industry certification program that would make collaborative hiring easier. Certified candidates would give employers a level of confidence that they know the basics of point of sale (POS), customer service, greeting, etc. A similar program could be crafted for retail warehouse/logistics workers. Industry collaboration may not have been part of the retailer mindset for the last 100 years, but it will be critical going forward.



Create a universal retail background check

Another way of facilitating hiring across employers would be to create a universal retail background check for candidates. Knowing that a potential worker has already passed this hurdle can reduce the time between “we like you” and “when can you start?” Background checks can take from two to five days. Passing a universal background check would allow workers to be hired instantaneously and provide employers with maximum workforce agility.



About The Retail Industry Leaders Association

RILA is the U.S. trade association for leading retailers. We convene decision-makers, advocate for the industry, and promote operational excellence and innovation. Our aim is to elevate a dynamic industry by transforming the environment in which retailers operate. RILA members include more than 200 retailers, product manufacturers, and service suppliers, which together account for more than \$1.5 trillion in annual sales, millions of American jobs, and more than 100,000 stores, manufacturing facilities, and distribution centers domestically and abroad.

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ManpowerGroup Solutions provides clients with outsourcing services related to human resources functions, primarily in the areas of large-scale recruiting and workforce-intensive initiatives that are outcome-based, thereby sharing in the risk and reward with our clients. Our solutions offerings include TAPFIN-Managed Service Provider, Strategic Workforce Consulting, Borderless Talent Solutions, Talent-Based Outsourcing and Recruitment Process Outsourcing, where we are one of the largest providers of permanent recruitment and contingent management in the world. ManpowerGroup Solutions is part of the ManpowerGroup family of companies, which also includes Manpower, Experis and Right Management.



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