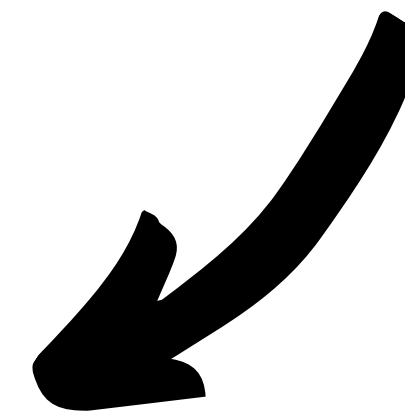




EVP & EMPLOYER BRAND



MY
APPROACH
AND
EXAMPLES

L'ORÉAL



P&G



ORACLE®

Sainsbury's

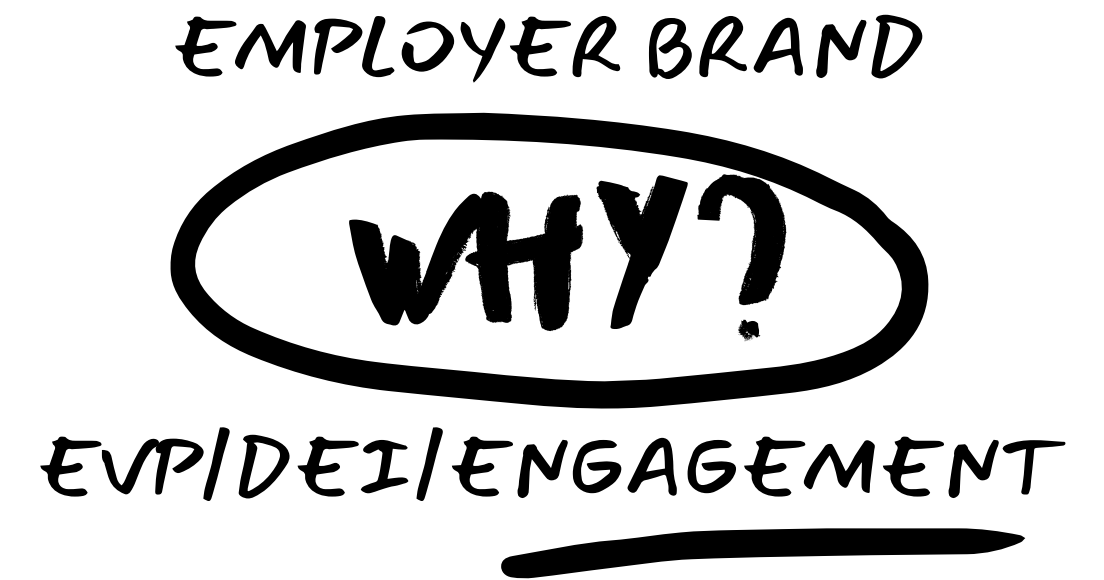


ERICSSON 



JM

WHY?



- Sainsbury's recruits 40,000 people every year through expansion and natural turnover
- If every vacancy had five applicants (and that's conservative!), that roughly translates at 1 in 300 of the UK population applying every year
- The average weekly shopping bill is £136
- Therefore the annual potential spending power of rejected applicants is £18m per week or £1bn a year
- **The process must leave potential employees, even rejected ones, still believing you are the employer of choice – this is a great place to work**
- **Attracting the right talent plays a fundamental part in increasing the commercial success of your business**
- **Candidates are customers**
- **Customers are candidates**

A background image of a hand holding chopsticks. The hand is light-skinned and has a black wristband with a white geometric pattern. The chopsticks are light-colored and are held in a way that they cross over each other. The entire image is faded and serves as a background for the text.

WAGAMAMA

From Insight to Activation

IDENTIFYING THE VALUE PROPOSITION - OBJECTIVES

- To understand why people do or DON'T want to work for wagamama
- To pull out the uniqueness of wagamama
- To be perceived as an aspirational employer of choice
- Drive more diversity through the business
- To change the face and perception of hospitality careers
- To compliment and align with a successful 'cool' consumer brand

THE APPROACH

Met with the TA team for a full review of all existing data and projects already undertaken to ascertain what we needed to do next. From this we worked as a partner to develop further insight into the employer proposition.

- Conducted in-depth competitor research, investigated market trends
- Recognised candidate attraction key drivers
- Online and Inhouse focus groups and workshops with 12 teams from a cross section of the business
- Surveyed 150 employees from a cross section of the organisation via a new microsite and branded survey app - we rewarded for survey completion
- Held leadership workshops and 121 sessions to challenge feedback, resistance and find optimum ways to embed into the business



SUMMARY ^{OF} THE DATA

UNIQUENESS

Through the research we were able to uncover inspiring employee stories enabled us to lead with a genuine EMPLOYEE LED STRATEGY. Not only does wagamama have a unique offering - it also has attracted a team that have create a unique way to attract talent



DIVERSITY

Some of the research that came back was clear - wagamama was a diverse brand but it wasn't communicating its passion for inclusion and diversity - this needed to be improved and would go on to be a central part of creative manifestation and activation.



REGIONAL

Wagamama was separated by regional difference. The EVP offering will need to be aligned in such a way that whether you work part time as a student in London or as a full time server in Scotland - it appeals and resonated with you



ATTRACTION

Recruitment approaches and talent attraction were being done on a regional level so experiences were very different - some good and some not so great. The candidate journey as a result needed to be centralised and aligned.



BE YOU | BE WAGAMAMA

RAD AWARD WINNER - BEST EMPLOYER BRAND

we don't recruit robots, drones, replicants or droids
just brilliant people



be you. be wagamama

a step-by-step guide to the wagamama recruitment process

TOOLKIT

A step by step recruitment toolkit was created to align the TA process and support in house recruitment to ensure the business measures all candidates in the same way.



it's not just recruitment
it's engagement

finding talent
recruiting new people can be time-consuming, especially when you have plenty of other things to do. sometimes, it helps to think more carefully about where your ideal person might come from and what will attract them into the role. for example, don't rush to recruit externally, our brilliant training and career development means that we may already have the perfect candidate somewhere within our organisation

if you do need to recruit externally, we're fortunate to have a recognisable brand and lots of reasons for people to join us. don't forget, our referral programme

**it's not just a vacancy
it's an opportunity**

let's start with the opportunity: after all, that's exactly what it is. it's an opportunity for someone new to join wagamama and, at the same time, an opportunity for you to tell the people what a great place this is to work



what brilliant looks like - in wagamama

when we recruit in wagamama, at whatever level, we all need to clearly understand what brilliant looks like in the role and recruit against the same criteria

in order for wagamama to continue to function successfully, we need all of our staff to share a common set of values and skills. our values of being honest, brilliant and different define how we do things as a business

our team all share a passion and enthusiasm for what we do - it's part of what makes our restaurants great. the skills and abilities of our team are what ensures we deliver on our promise to our customers of combining fresh and nutritious food in elegant yet simple setting with helpful, friendly service that offers value for money. this combination of passion, enthusiasm and skill is what we need all new people to have in bucket loads and is what we need to assess all candidates against when we recruit. it's who we are and is part of the wagamama dna

wagamama dna

the suitability of the candidate, and their potential to successfully perform the role in wagamama is measured against the following criteria:

brand

we might behave a little differently, do things a little differently and experiment more but ultimately we must be wagamama. so when recruiting, does the candidate demonstrate our employee proposition of be you. be wagamama?

our food

it's at the heart of everything we do and is what makes us different. we are passionate about our food, we are committed to maintaining the highest standards of quality and freshness. does the candidate show an obvious passion and interest in our food?

our customers

our customers are the reason we do the brilliant things we do. we need to let them know we value each and every one of them every time they visit one of our restaurants. does the candidate demonstrate the natural ability to deliver helpful and friendly service to our customers, making them want to return to try more of our delicious dishes and spread the word about how brilliant our food is?

our people teams

to achieve our ambitious goals and to continue to be the best at what we do, we need to explain how important it is that anyone who joins our team, is committed to being the best they can be. we all have a shared responsibility for the continued success of wagamama and when recruiting we only want people who can work as part of our brilliant teams

delivery of results

there's no point setting ourselves targets and goals if we do not commit to achieving these. every person in wagamama has clear objectives to be achieved. if they do not display 100% commitment to achieving these goals, there is no place in wagamama for them

in each position - the importance of each of the criteria will be determined by the role, but use these definitions below to get an understanding of what each criteria looks like in a candidate you are selecting for your team

anti-cloning policy

wagamama doesn't recruit drones
we don't run our restaurants using robots
we don't turn our people into coffee-shop style clones
who you are matters
the way you are makes you different
we like different people
people who interest us
who've done interesting things
who can be themselves in front of customers

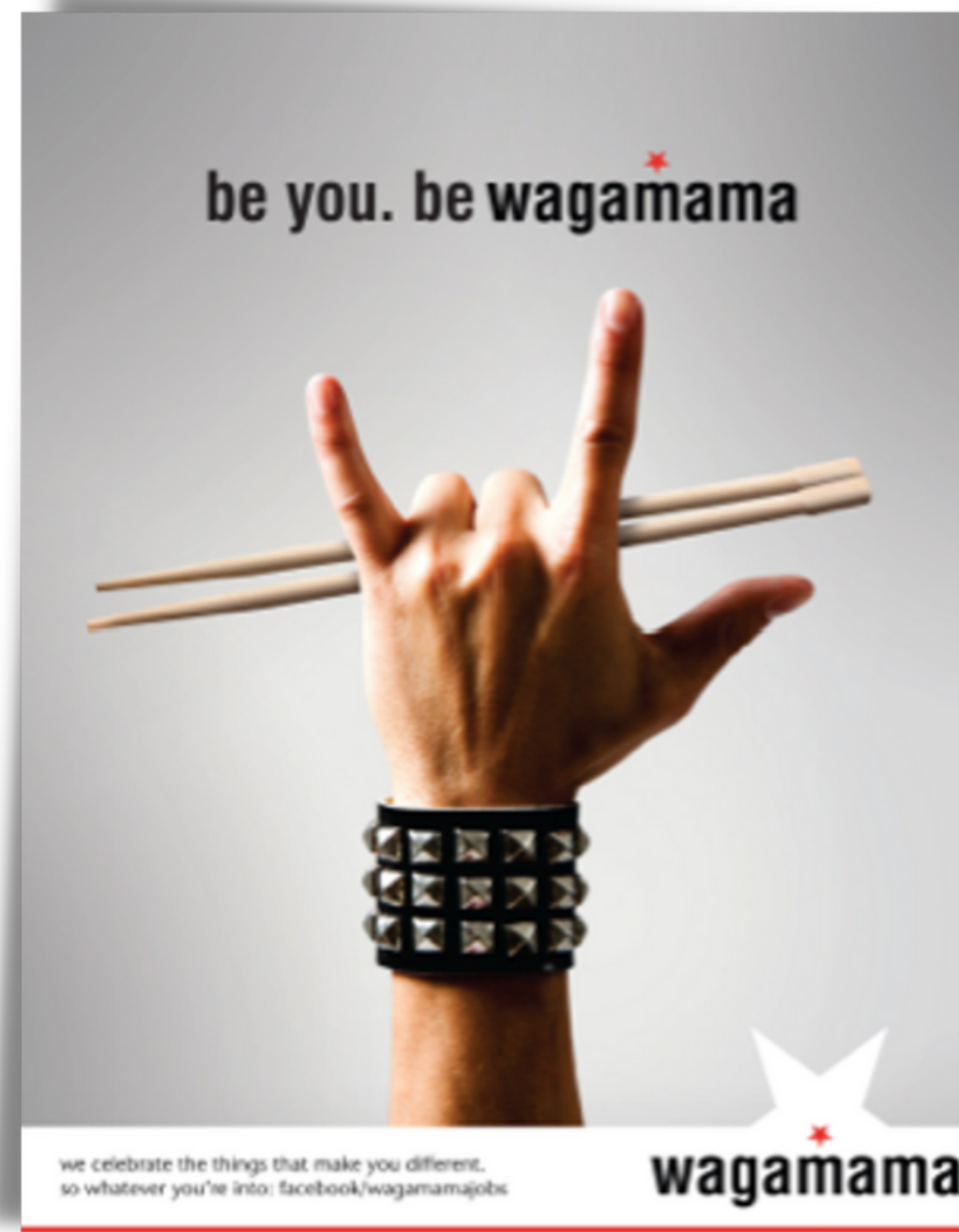
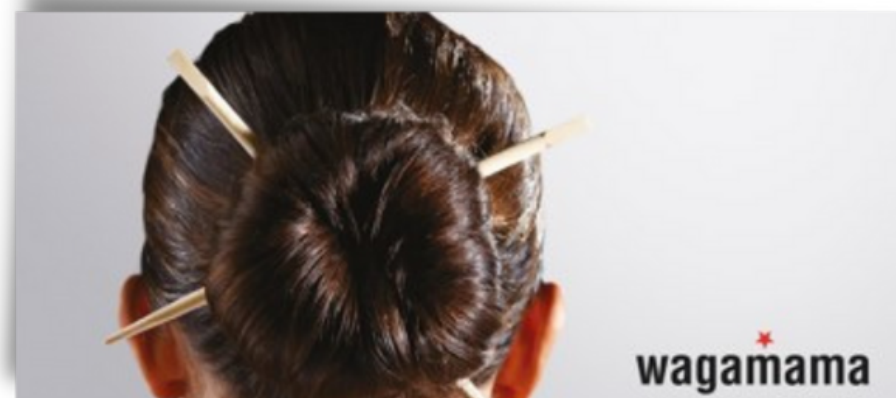
people who can
be honest, brilliant and different

there's nobody like you
that's why we like you

Tone Of Voice

A unique TOV was created that was short, to the point and easy to understand. Honesty and transparency sat at the heart of the messaging

CELEBRATING DIFFERENCES



SIMPLE ENGAGING, EASY TO APPLY CAREER SITE

MOBILE FIRST -
DESKTOP FRIENDLY

FROM UK TO US

Evolving a local employer brand to fit the global candidate market

- Wagamama expansion into the US - NYC Flat Iron district
- Elevate the employee proposition in an overcrowded area to drive talent attraction
- To test Be You. Be wagamama in the US
- To understand the talent landscape
- Adapt the proposition to fit the marketplace



be you, nyc
we're here because you are

recruiting restaurant managers, assistant managers, chefs and team members for a brand new restaurant launch in the flatiron district

new york people are wagamama people. creative, diverse, outgoing and with just the right amount of attitude. if you'd like to know more about joining one of the uk's most exciting casual dining concepts – and one of its coolest brands –

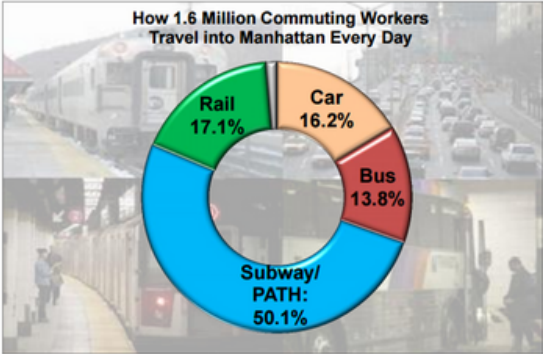
be you nyc. be wagamama

visit wagamama.com/jobs

IDEA TO CAREER

INSIGHT INTO NYC TALENT LANDSCAPE

	Bonus	Pay Increases/ Performance Based	Healthcare Coverage	401(k)	Stock program	Discounts	Tuition Reimbursement	EAP/ Wellness Programs	Paid Time Off	Other
Starbucks	✓		✓	✓	✓		✓	✓	✓	Income Protection
Chipotle	✓	✓	✓	✓	✓	✓	✓	✓	✓	Paid Breaks, Free meal per shift, Free Uniform
Dos Toros										No benefits provided on career site
Num Pang										No benefits provided on career site
Hillstone Restaurant Group										No benefits provided on career site



A report published in March 2015 finds New Yorkers spend more than six hours a week travelling to work although many low paid workers need to work twice that to be able to afford it. Those earning the minimum New York wage of \$8.75 an hour have to work the equivalent of 13 hours just to be able to buy a monthly transit pass – and more if income tax is accounted for.

NEW YORK METRO CARD PRICES

Single ride is \$2.75 – tickets are sold at vending machines

7-Day Unlimited Pass

Cost: \$31, reduced fare \$15.50

Good for unlimited subway and local bus rides until midnight, 7 days from day of first use.

30-Day Unlimited Ride MetroCard

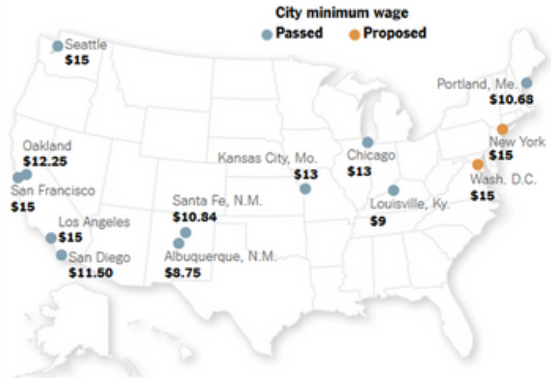
Cost: \$116.50, reduced fare \$58.25

Good for unlimited subway and local bus rides until midnight, 30 days from day of first use.



Local Minimum Wages

Many cities have enacted or proposed legislation in recent years to create a local minimum wage that is higher than the federal minimum and their state's minimum, if there is one.



Note: Most minimum wages take effect in the next few years, some gradually. New York state has proposed to raise the minimum wage for employees of fast-food chain restaurants only. Mayor Bill DeBlasio has proposed a \$15 minimum wage for all industries in New York City.
Source: National Employment Law Project



Starbucks – A very successful coffee chain dominating the market.



Chipotle – A large fast casual chain in the US



Dos Toros – Another popular fast casual restaurant chain



Num Pang – An up and coming fast casual sandwich chain



Hillstone restaurant Group – An upscale fast casual chain



be you, nyc
be new york
be new you
be noodle
be the first one through
the doors in our exciting
new restaurant in the
flatiron district
be different
but don't change
be individual
but above all
be you. be wagamama

one of the uk's coolest brands is coming to the us
be ready. be brilliant. be valued
wagamama.com/jobs

be you nyc. be wagamama



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be you nyc. be wagamama

it's like this crazy
english
japanese
architect designed
award winning
noodle
restaurant
where everybody queues
wtf?



recruiting for a brand new launch
in the flatiron district

wagamama is unique, creative, diverse, exciting and we don't
care what anybody else thinks. a lot like you, nyc

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– and one of its coolest brands – [visit wagamama.com/jobs](http://visit.wagamama.com/jobs)

be you nyc. be wagamama

so there's this minimalist
place near the flatiron,
but you all slurp your noodles
really loud to keep the too-cool
hipsters away



recruiting for a brand new launch
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BE YOU.

