Industry Spotlight
Food & Beverage

HOGAN
▶ **Talent Analytics**

Introduction

Every corner of the food and beverage industry is facing talent challenges that have been magnified by the COVID-19 pandemic. Eight in 10 food retailers and 77% of manufacturers cite talent management challenges that are expected to continue well into the future.[1,2]

Not surprisingly, concerns about safety and productivity are pain points for many organizations throughout the food and beverage industries, including more than 40% of food processing and packaging organizations and 20% of equipment and service providers. And many workers share these concerns.[3] In 2021, 65% of food processing workers reported having acquired an injury or illness on the job.[4]

The threat of illness is likely one factor driving retention problems across the food and beverage sector. In food retail, retention rates have decreased since 2019, despite 85% of organizations offering retention incentives, such as flextime, increased wages, and benefits.[1] Among part-time food retail employees — some of the U.S. economy's most essential workers — retention plummeted from 48% to 26% in 2020.[1]

Meanwhile, the demand for certain types of hard skills is shifting throughout the food and beverage industry as technological adoption takes hold. The rise of robots and cobots, automation, AI, and e-commerce means that food and beverage organizations must compete with businesses across other industries for candidates with tech skills.

If you're facing any (or all) of these talent challenges, you're not alone — your competitors are too. The good news is that a strategic approach to talent acquisition and development can help you get ahead. As an international authority in the science of personality, Hogan helps organizations maximize the fit between applicant skills and job roles, reduce turnover, increase productivity, eliminate bias in hiring, ensure new hires are aligned with organizational culture, and inspire employees to do their best.

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Grounded in more than 40 years of research, Hogan's comprehensive suite of talent acquisition and development solutions are based on three core personality assessments:

▶ **Hogan Personality Inventory (HPI)**
A measure of personality characteristics needed for everyday job success, building effective teams, and developing future leaders.

▶ **Hogan Development Survey (HDS)**
A measure of counterproductive personality characteristics that have the potential to derail otherwise successful and long-lasting employees.

▶ **Motives, Values, Preferences Inventory (MVPI)**
A measure of core values and motivators that reflect job satisfaction, alignment with organizational culture, and future success within the organization.

Our personality assessments are the industry standard for predicting future job performance among working adults across industries and around the world, and the insights they provide have helped countless human resources professionals and industrial-organizational psychologists ensure that the right people are in the right roles. Check out the following five case studies to learn more about how our solutions have helped organizations in the food and beverage industry resolve the challenges they face and achieve their objectives.

Hogan's personality assessments are the industry standard for predicting future job performance.
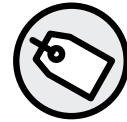
Growing Sales and Improving Retention

A food distribution retailer established a personality profile to hire sales representatives and asked Hogan to help increase sales performance and investigate turnover.

The original profile predicted high performance but resulted in high turnover. Hogan worked with the company to fine-tune the selection profile to balance performance and turnover.

One year after implementation, high scorers on the Hogan profile averaged **$983 more in weekly sales growth** compared to those who scored low, and **retention improved** among sales representatives.

▶ **Increased Sales**

| LOW FIT	MODERATE FIT	HIGH FIT
-$93	$495	$890
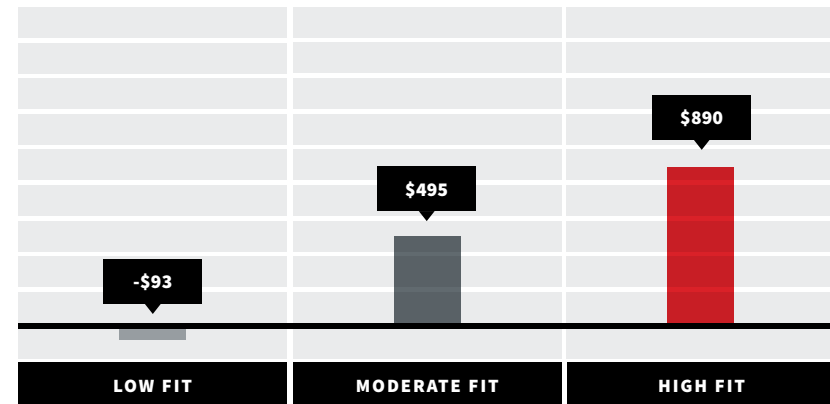
Increasing Leadership Potential Ratings

A global beverage company collaborated with Hogan to improve its practices for identifying and developing future leaders for brand units.

Hogan conducted a job analysis, then developed a success profile to describe effective personality characteristics for leaders in the company. Next, Hogan showed the impact this had on key organizational outcomes, including overall performance as well as key leadership competencies such as Ability to Lead Others.

Nearly 80% of candidates who received "excellent" scores were rated as having potential to be Leaders of the Future. Current leaders who received excellent scores were **three times more likely to be rated as strong overall performers** and **three times more likely to have leadership potential**.

▶ **Performance and Leadership Potential**

3x more likely

3x more likely

OVERALL PERFORMANCE

LEADERSHIP POTENTIAL

▪ LOW HOGAN PROFILE FIT   ▪ HIGH HOGAN PROFILE FIT
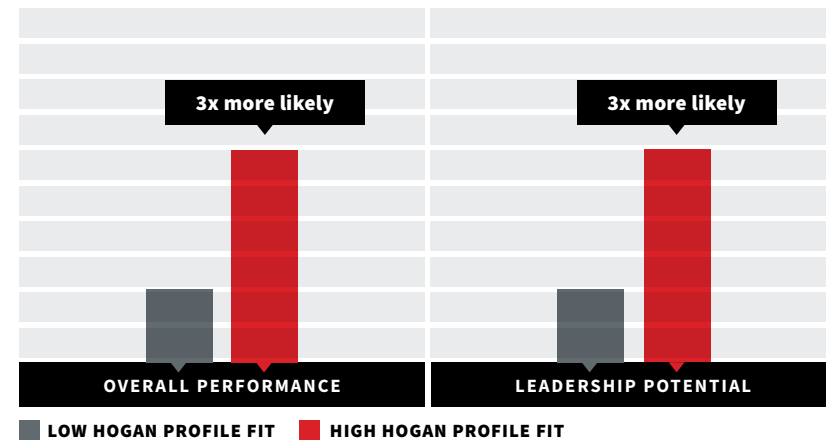
Boosting Overall Performance Among Traders

A global producer and marketer of agricultural and industrial products wanted to use personality to improve its selection process for traders. Traders are high-level professionals within the company who generate income by managing trading risks.

After conducting a job analysis, Hogan created a personality profile to identify people who would be likely to perform well in the role. Successful traders appear calm and confident, competitive and energetic, conscientious and dependable, and up-to-date with industry trends. They also tend to be task-focused, careful, insightful, and loyal to the team.

Individuals who received excellent scores on the Hogan profile were **more than three times more likely to be rated as above-average overall performers**, compared to those whose scores were low.

▶ **Improved Overall Performance**

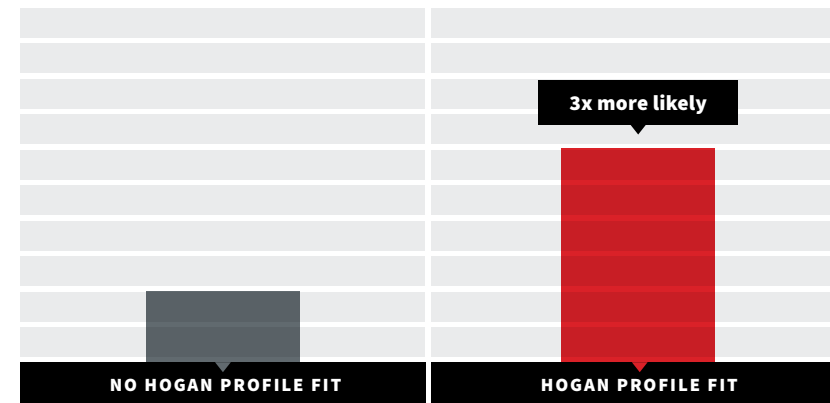|				
28%	32%	41%	46%	86%
NO FIT	**LOW FIT**	**MODERATE FIT**	**HIGH FIT**	**EXCELLENT FIT**
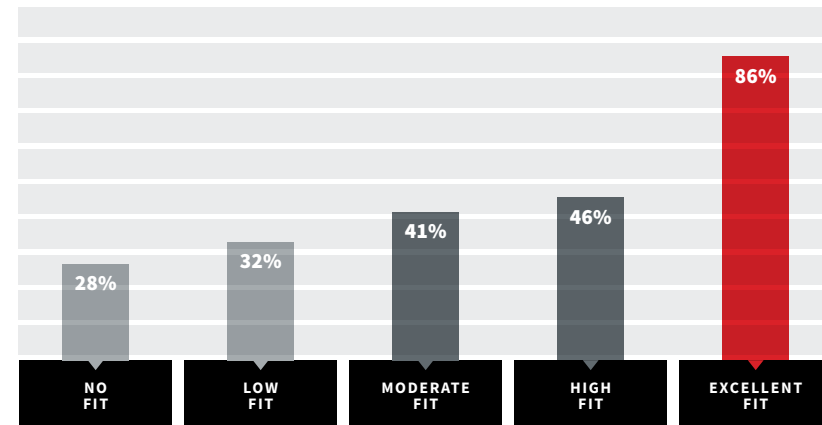
Selecting More Revenue-Generating Managers

A wholesale distributer of fresh and frozen seafood in North America wanted to improve its managerial selection process. The client needed a low-cost, off-the-shelf solution that could be implemented quickly across jobs and divisions.

Using the Candidate Assessment Suite job family algorithm for managers, Hogan maximized the prediction of overall job performance. Managers with high scores were **three times more likely to produce higher sales and profits**.

▸ **Increased Revenue**

3x more likely

| NO HOGAN PROFILE FIT | HOGAN PROFILE FIT |

Photo by Visual Stories Michiele on unsplash.com

Reducing Accidents Among Entry-Level Workers

A U.S.-based food manufacturing company wanted Hogan's help to hire more effective entry-level employees. The company wanted to reduce accidents in the production and packaging departments, where jobs involve physical labor such as heavy lifting and manipulation of machinery.

Hogan collected supervisor safety ratings and obtained objective safety data, which included all accidents occurring over a three-year period. The Hogan Safety report, a measure of safety consciousness generated with the HPI, was used to compare safety-related behaviors among new hires and incumbent employees.

Employees hired with the Hogan Safety report had **40% fewer accidents**, and their accidents resulted in **only three days lost or restricted** — compared to 159 days for those hired without the report.

▶ **Time Lost to Accidents**

159 days

3 days

WITHOUT SAFETY REPORT

WITH SAFETY REPORT
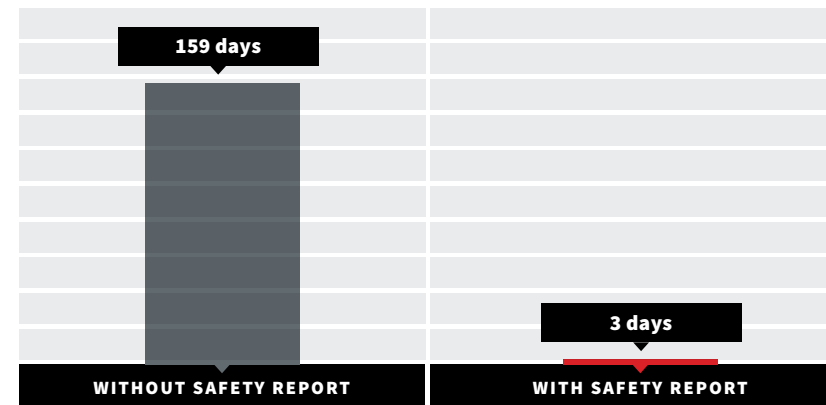
Let Us Help

These case studies demonstrate how scientifically valid personality assessments can transform talent acquisition and development strategies for various types of job roles throughout the industry. Whether your organization is dealing with a talent management problem such as high turnover or vacant positions, or if you simply want to improve employee performance and productivity, we can help. Hogan has been partnering with food and beverage organizations for decades to help them solve problems and achieve their goals. Get in touch with us today to explore potential solutions.

To learn more about Hogan, visit <u>hoganassessments.com</u> or call us at +1.918.749.0632

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