

## SCHEDULING AND RECRUITING EXCELLENCE IN HOSPITALITY: NOTICED BY CUSTOMERS WORLDWIDE

### What You Need to Know

Every customer, small and large, wants to feel important. Whether genuinely understanding their priorities and overall operating context or having an input to the provider's product roadmap, businesses steer clear of working with anyone they think won't give them the attention they deserve when most needed. This is no exception in the HR technology domain.

3Sixty Insights sat down with three businesses in the UK hospitality industry that were disappointed with the functionality of their former solution provider's employee experience system and felt their needs were sometimes being ignored. All sought a new HR Tech vendor partner that was also nimble enough for them to grow with. The three HR technology customers we spoke with all chose Harri as their new partner provider.

In this 3Sixty Insights' Anatomy of a Decision discovery process, we explored the decision-making dynamics behind what led these three UK businesses – Pho, Bagel Factory, and Hall & Woodhouse – to choose Harri as their core end-to-end employee experience solution. We also explored how they overcame the mounting challenges of working with outdated and ineffective systems by integrating Harri into their full range of people management processes.

While these organisations are UK-based, we've also seen Harri excel in our previous analysis of Harri's impact at [Jersey Mike's Subs](#), [Cafe Rio Mexican Grill](#), and [Savory Fund](#) in the United States. Harri has become indispensable for all these organisations as they manage their growing workforces, making the system a significant asset and source of competitive advantage for customers in the US and UK markets.

### Universal Pain Points

A consistent theme we found was the need for an employee experience system to handle and manage a workforce population that ebbs and flows with the seasons, foot traffic, and even day-to-day weather. All three customers were looking for a technology solution that could reliably and consistently gather operations and employment data and put it to work with labour management and scheduling tools and capabilities.

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### AT A GLANCE

#### Solution

Harri

#### Research Participants

- Pho
- Bagel Factory
- Hall & Woodhouse

#### Synopsis

For this report, 3Sixty Insights discovered why three UK businesses selected Harri to help manage their frontline workforce and growing restaurant networks. While each company had its unique pain points, a recurring theme was the need for a solution to provide a better employee and manager experience for their workers on the ground. All three companies also highlighted the need for a more comprehensive employee experience software solution that could scale with them and keep pace with their growth while simultaneously being agile enough to handle the ebbs and flows of part-time workers and the additional data and schedule complications that come along with it.

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They were also looking to integrate and leverage artificial intelligence and effective automation for swifter execution of scheduling and recruiting processes, as these were consuming large chunks of time. Significant numbers of hours were lost on complicated manual scheduling processes that bogged down managers and supervisors. These HR leaders and managers wanted to free up time from these outdated processes while ensuring full compliance with all relevant labour laws. These organisations knew there was free time to claim and wanted to reinvest it in their people.

## What About Harri?

Harri offers a next-generation frontline employee experience (EX) platform that drives operational performance for service-based businesses. It empowers them to focus on their people, ensuring that the needs and interests of both employer and employee are balanced and responded to with enthusiasm.

Serving a global community, Harri markets itself as a cloud-based solution “built for and by hospitality professionals.” Harri serves over 50,000 restaurant and hotel locations and four million hospitality employees globally, with emerging growth sectors including retail and healthcare.

The backbone of Harri’s services has been enhancing the employee experience for both managers and employees alike. The HCM vendor has built its solution set around the EX with a suite of talent attraction, workforce management, employee engagement, and compliance features and functionality that enable businesses to intelligently manage, engage, and retain talent in the hospitality industry, a sector where turnover is notoriously a significant challenge.

In a market where you need to work on retaining your employees from day one of onboarding, organisations must do whatever they can to retain talent while remaining compliant with all applicable employer-related regulations. Organisations want to enable their employees to easily take the lead or “self-service” on many basic HR and WFM tasks, such as shift swapping, on-demand pay, and peer-to-peer communication.

Harri’s end-to-end employee experience suite aims to help businesses streamline operations and overcome challenges such as labour cost management, compliance with wage and hour laws, and scheduling conflicts. With Harri, managers can access real-time data analytics, optimise, and automate scheduling and staff deployment, and fully automate time and attendance tracking across all these activities. This culminates in the most effective and appropriate data-driven decisions that empower their employees and the organisation.

## About Harri

Harri provides a broad HCM suite well-suited to support a frontline employee experience. Headquartered in New York and London, Harri markets itself as a cloud-based solution “built for and by hospitality professionals” who have service at the core of their business and believe that the customer experience will never exceed the employee experience.

In an industry where turnover is constantly a challenge, the backbone of Harri’s services has been enhancing the employee experience for managers and employees alike. The Harri suite of talent attraction, WFM, employee engagement, and compliance technologies empower organisations to intelligently attract, manage, engage, and retain the best talent.

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## Industry Voices

3Sixty Insights sat down with three UK industry leaders to discuss their unique challenges and commonalities with other companies in their industry. For all three of these companies, integrating Harri into their HR organisation was their latest pivotal moment in modernising and optimising their operations.

## Hall & Woodhouse

We first spoke with Dean Livesey, Great Place to Work Director at Hall & Woodhouse. Hall & Woodhouse is a 250-year-old British institution that operates 55 managed pubs in the south of England and produces two beer brands. Hall & Woodhouse also leases 130 pubs to entrepreneurial Business Partners who run their pubs independently. The company employs approximately 1,900 employees across the organisation, with about 1,600 working at various pub locations. Dean Livesey looks after HR, recruitment, organisational development, training, culture, and engagement.

### Still Growing After Two Centuries

Livesey told us that Hall & Woodhouse's HR organisation before Harri was built around one system for payroll and HR and another for labour scheduling. Primarily, the rest was paper-based and antiquated.

While they were pleased with the functionality of their labour scheduling system, it was a standalone system and they couldn't tie in their HR and payroll systems together with it. This made it difficult to view the entire employee lifecycle. Additionally, their outsourced payroll services were not up to par and "were not performing the way we wanted them to," said Livesey.

The HR organisation at Hall & Woodhouse wanted to rely on a single HCM solution product without worrying about interfacing with multiple adjacent systems with different data in different places. In a company their size, the number of data points can snowball when spread across numerous systems. A single employee data point can be replicated repeatedly across multiple systems. With nearly two thousand employees, that can turn two thousand data points into nearly ten thousand if spread across more than five disparate systems.

Livesey knew Hall & Woodhouse needed a comprehensive end-to-end system that was as much of a one-stop shop as possible. As an HR leader trying to drive predictive people analytics and prove the correlations to business performance, Livesey found himself and his team struggling for HR data that was easily accessible. Their existing system didn't give them the data they needed to do that kind of work, and growth was limited because of it.

### Pain Points

One of the primary gaps in their HR data was a need for more centralised visibility into recruitment. Hiring was ad hoc and performed in-house by each pub, meaning there were potentially dozens of different recruiting protocols across the organisation and unique hiring and onboarding practices along with them. Livesey said the candidate experience through the recruitment process was widely variable, and the onboarding process was ten years behind.

As 3Sixty Insights also highlighted in our analysis of the HR technology considerations of [Jersey Mike's Subs](#), Hall & Woodhouse needed help with similar recruitment, labour, and scheduling challenges, with different practices occurring at each location and an ineffective paper-based system supporting it.

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Knowing that the industry's landscape had changed over the last five years, Livesey wanted to ensure job candidates could come to expect a better recruitment experience. The systems they had in place hadn't been able to keep up with these changes. "We wanted to take some leaps forward in terms of employee experience and candidate experience, payroll effectiveness and efficiency, people data, and labour scheduling," says Livesey. Additionally, with the increase in the cost of labour, labour costs became the company's most significant overhead expenditure. "A few bad weeks can blow several months of effort and performance," Livesey remarked.

## A Potential Partner

In addition to Harri, Hall & Woodhouse considered two of the most prominent UK-based hospitality solutions in their selection process. Livesey said they compared dozens of different performance points within each system, from functionality to usability to balancing the typical user experience and the central (admin) user experience. Each module from each system was looked at in depth.

**"We look for a partner rather than a supplier," says Livesey of Hall & Woodhouse about wanting a business partner as much as a solution provider. With nearly 250 years of ongoing business, growth is critical to their organisation. They wanted the attention they deserved, with top-tier customer service and support behind it."**

Cultural fit was also at the top of their priority list, as Hall & Woodhouse has been a family-run business for over two centuries. "We look for a partner rather than a supplier," says Livesey. The company wanted a potential provider partner for the long term. With growth as a critical part of their business, they were looking for a partner who would be the right fit for them now and 18-24 months into the future. It all came down to wanting to get the attention they felt they deserved, with top-tier customer service and feedback supporting that. Livesey and his team found that with Harri.

## Landing on Harri

Ultimately, Harri outperformed all of the other contenders in their search, and 18 months into the relationship, Hall & Woodhouse and Livesey are pleased with the results. With a focus on core HR functionality and reporting, the company decided to proceed with a phased implementation; therefore, not all modules have been used for 18 months.

One of their biggest challenges during implementation was moving 1,500 employees from a weekly to a monthly payroll. The Harri solution is augmented by a Harri Payroll bureau based on third-party software, Staffology Payroll, and the system comes out of the box with Wagestream, an earned wage access (EWA) tool that allows "wage drawdown" or the ability for workers to access a portion of their earned income on-demand.

Livesey noted that one of the unique aspects of the implementation process involved working with Harri to develop specific advanced labour reporting mechanisms in the system. This was mainly around the cadence of reports on metrics like how breaks and non-assigned shifts were calculated.

Hall & Woodhouse also had staffing challenges that needed to be addressed due to the seasonality of their pubs because of the weather and English sunshine. Staffing can be drastically impacted because 50% of a pub's seating is outside. Livesey pointed out this causes ebbs and flows in customers, which means they need to analyse labour data to predict and plan for differences in customer traffic patterns. Their teams can grow and shrink dramatically over the course of two weeks, and they require reporting that considers these unassigned shifts and dramatic variances in labour size and management.

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## Looking Forward

Hall & Woodhouse's future with Harri is open to many possible avenues of growth. The company is about to deploy the full extent of Harri's HR/employee experience functionality and reporting, including features such as absence management, KPI reporting, performance management, and engagement, which are still to be deployed.

Livesey expects to find time savings and ROI with Harri, predicting at least a 50% time savings on HR operations overall.

He predicts Harri will result in a time savings of 50% on HR operations overall. Livesey states that the actual time-saving benefits, in the long run, will be with the pub managers rather than his team. If every manager saves as much as Livesey projects, Harri could save them hundreds of hours per week via improved productivity and, potentially, thousands of hours per year.

## Pho

With a rate of growth that included adding seven new restaurants a year, Pho needed help managing manual processes and reports. To make matters worse, after years of frustration with previous HR systems, they felt they needed to be more appreciated as an HR technology customer. The solution vendor's parent company was growing too fast for its own good, and its system was plagued with errors and issues that continued to fall through the cracks. While Pho's training and WFM systems were bought out by their previous system, they needed to be harmonised and were still operating independently. Support was challenging to come by, and on the operational level, the system relied on manual processes to check identification, verify it, and then upload it within the system.

Jade Berry, People Director at Pho, wanted to choose the best system for its key users: restaurant managers, regional managers, HR teams, and external candidates applying for jobs. The company needed a comprehensive employee experience system to work and grow with them.

## Established Trust

Pho's complaint-free five-year relationship with Harri as Pho's applicant tracking system (ATS) vendor influenced the decision to select them as a new vendor. Jade, as well as Pho's Operations Manager and Managing Director, looked into other providers. Still, some, like Forth, were too expensive for their value, and none were as easy to use or as efficient as Harri.

The fact that Harri's WFM system was newer and growing was a plus for them. They could impact change in the system based on their feedback and specific needs as a company because Harri would be growing alongside them. The smaller organisation size of Harri would also mean that they could get the attention and priority they felt needed. "I'm a people person," adds Berry, "We work for people, and I expect the same out of my suppliers." From the get-go, Harri was willing to work with Pho to provide favourable terms of engagement that accommodated their contract with their existing system, which will expire in the summer of 2024.

Berry also added that she and her team felt that Harri acted more like an innovative and proactive tech company and always tried to find solutions for new problems. This has led to more intuitive design and a better user experience. For Pho's people on the ground, this would mean less time spent on redundant HR tasks and more time with their teams and the restaurants' guests.



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Another critical feature that influenced their decision was built-in integration with TrustID, a home office-compliant system in the UK where people upload their documentation, and it's checked within a government database. This feature was unique to Harri, allowing Pho to partner with it seamlessly and save them countless hours by not having to run and rerun reports to check if documentation is correct.

## Implementing Gradually to Get it Right

Jade Berry and the Pho team took an interesting approach to implementing Harri into their organisation. They wanted a gradual, incremental implementation to ensure becoming well-versed with the system while confirming the transition to new technology took only a modest amount of their limited time. This would hopefully mean less stress on the organisation and allow team members to change gradually while learning about each feature Harri offered them.

Jade Berry says Harri's results at Pho speak for themselves. Pho hopes to achieve the KPIs they sought, including reducing the time to hire from 10 days to 7 days, decreasing annual turnover by 5% over 12 months, and reducing the 90-day turnover rate, especially for newer locations.

## Results in the Future

While payroll will switch in April 2024, Pho's payroll will be fully managed with Harri's payroll functionality. The payroll feature will include access to on-demand pay via Wagestream.

**"I'm a people person," said Jade Berry of Pho. "We work for people, and I expect the same out of my suppliers."**

Jade and her team also look forward to the onboarding features Harri is expected to bring to their organisation. Their current onboarding and recruitment system needs improvement, but Harri will eventually house these features as part of their single solution. For the HR organisation, this means they can finally hold all of the documentation from the beginning to the end of the employee lifecycle as a single source of truth. A "game-changer for the managers," according to Berry. "All of the things [a new employee] needs to do before they actually start

working are done before the first day, which is very helpful."

Shift swapping will also be a significant improvement for Pho, especially in denser areas like London, where it would be very easy for employees to swap shifts between different London locations. This was untenable and difficult to manage centrally in their old system, leaving them to rely on WhatsApp without a formalised shift approval process. Berry hopes this new feature will empower employees while also taking the burden off of managers.

Related to this is the ability to utilise workforce planning or forecasting. Pho will be able to predict and plan staffing using accumulated sales, scheduling, revenue, and operations data. Harri will be able to tell them, "In a site this size that makes this much money on this week, these are the people you'll need on shift." They will need to be operational on the system for some time to accumulate data and data benchmarks to provide this information.

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## Bagel Factory

Our third discussion occurred with Magdalena Turbak, HR Administrator at Bagel Factory. Turbak has been with the company since October 2022 and was driven to change the structure of the HR organisation when she stepped into her new leadership role.

Bagel Factory is a quick-service restaurant owned by Italy's Cremonini Group, one of Europe's largest food operators. Bagel Factory has 25 locations around the UK, with most locations in and around London. They employ approximately 170 employees, with about 150 in customer-facing roles in their restaurants. They are experiencing noteworthy growth, with six new locations in 2023 and 8-10 new locations expected to open in 2024.

Bagel Factory is still in the implementation process with Harri which will replace MoorePay, whom they've been with since 2019. They expect to go live with Harri in April 2024. MoorePay provides Bagel Factory's HR and payroll functionality but does not offer scheduling or recruiting modules. Turbak admits that their current HR technology infrastructure is more focused on operational HR than strategic HR, meaning they're too busy addressing immediate and short-term needs instead of focusing on the longer-term and more strategic outcomes.

### Key Concerns

Bagel Factory's experience with MoorePay has been one of persistent errors and IT issues. They have difficulty using that system to process payroll, and the advisors from MoorePay who are supposed to be helping with payroll do not always have the consistent information or standard procedures that Turbak's team needs to solve their HR and payroll problems and queries. "These inconsistencies have constantly created more work for us, and it's unacceptable," Turbak told 3Sixty.

Despite being a simple system, Turbak says it is not user-friendly, requires a lot of manual entry, and many modules don't work correctly. They've found a diminishing ROI and "not enough benefits for the price." Employees could request and book holiday time and access their pay slips, but the system consistently did not calculate holidays correctly. For managers, they had more access but still had to input hours per pay period manually.

### Reaching a Decision

Turbak says a Harri marketing call initiated the selection process. A Harri representative came to her team in person and had a strong presentation that looked over the employee lifecycle and covered each module. While IT was not included in the decision-making process, regional and local managers were. They were left to choose between Harri and Fourth, whom they used before MoorePay. From Magdalena's point of view, Harri was more impressive and user-friendly despite being more advanced. She had few must-haves, but the contrast to MoorePay was the main selling point. There was "not even 1% resistance" to changing systems because they were so displeased with MoorePay.

Turbak explains that while the pricing of Harri is a bit higher, it will bring more benefits and value in return. "The end price will be even cheaper," she said regarding the time she and her organisation would save. With Harri, they'll get options for recruitment, onboarding, payroll, and more. Because it's an all-in-one system, Harri will speed up the onboarding process and reduce the need for needless or redundant information.

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For Bagel Factory's employees, the self-service functionality will offer a scheduling module equipped with schedule forecasting and the ability to clock in and out of shifts. At the moment, the company's schedules were being sent out using spreadsheets, and there was no way to effectively track when a shift began and ended, meaning someone had to double-check the input hours with hours on the scheduling spreadsheet each week. Harri will eliminate these issues and save time for properly checking time and attendance records. Each location's sales and scheduling will now be housed in one system for the first time, which means the data for all of this will finally be connected. Turbak says they hope this will mean they can finally track sales and labour costs effectively.

## Preparing for a Better Future

Turbak hopes to partner with Harri in the long run. One initiative she'd like to push forward once Harri is in place is integrating their training system so they can track team members' training progress.

While the total ROI of Harri will take shape in mid-2024, Turbak hopes that the system will lead to more efficiency and hours saved per week at each location. She looks forward to eliminating the spreadsheets and performing manual entries for payroll every two weeks – something she says she currently has to spend an entire day each week working on. Senior management will also be given a more holistic view of all of the levels of the business and increase insights and the ability to communicate insights from these data.

## Final Thoughts

The restaurant industry is constantly changing, growing, and modernising. Consumers want quality food and drinks with top-tier staff delivering it as quickly as possible, potentially right to their doorstep through food delivery apps. The consumer landscape for these restaurants has changed significantly over the last decade as higher-quality and healthy foods have also entered the quick-service industry.

The only way for enterprises in this sector to survive in a market as competitive as this is by consistently delivering best-in-class and dependable services and results to their customers. To do this, they need an employee experience system that can help them grow from the ground up. They need help finding efficiencies, creating repeatable processes for future growth, and having effective workforce and performance management. 3Sixty Insights' discussions with Harri's users show that the vendor and its HCM software are built to keep restaurants running smoothly and optimally from one location to hundreds and from a handful of employees to thousands.





## Steven Goldberg

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Steve Goldberg's 30+ year career on all sides of HR process & technology includes HR exec roles on 3 continents (reporting to internal board members and overseeing a broad HCM portfolio), serving as HCM product strategy leader and primary spokesperson at PeopleSoft, and co-founding boutique Recruiting Tech and Change Management firms.

Since 2006 Steve has been advising and delivering thought leadership to HCM solution providers and corporate HR teams, and has served as HCM practice leader at both Bersin and Ventana Research. He's currently an independent HR Tech industry advisor and Board Advisor at emerging HCM vendors.

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## Dylan Teggart

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Dylan is a versatile professional experienced in research, writing, and analysis. As a Research Analyst at 3Sixty Insights, Dylan specializes in Human Capital Management (HCM), crafting impactful research in the space.

While with UKG and Ceridian, Dylan collaborated with internal teams to create diverse customer-facing sales and marketing content and supported sales to develop impactful sales proposals. With DataAnnotation.tech, he developed a focus on AI analysis and optimization, and at S. Sutton & Associates, Inc., he had contributions in philanthropic consulting.

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