

Driving efficiency with optimized scheduling

Quick facts

Name	Ghirardelli Chocolate Company (Owned by Lindt)
Industry	Premium chocolate
Employees	1,300+
Headquarters	San Leandro, California
Product	ADP Vantage HCM® Optimized Scheduler

Learn more about Ghirardelli at ghirardelli.com

GHIRARDELLI CHOCOLATE

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Consisting of several major divisions: confections and baking, restaurant and retail, national retail, e-commerce and professional products, Michael Moen, head of special projects and new store development, shares how implementation of ADP Vantage HCM® Optimized Scheduler drove efficiency for Ghirardelli's retail and restaurant division.

Limited HR resources drives change

As a provider of premium chocolate, Ghirardelli is one of the few companies in the world that owns every part of the chocolate-making process from "bean to bar." Our plants are comprised largely of union labor. We have union employees in one of our locations in San Francisco and a cadre of salaried folks in the corporate office, so there's a complex dynamic between the various work forces that we manage. We're also deployed across several states, and every state has its own set of parameters. We don't have a large human resources staff to manage all of the day-to-day needs, so a more efficient method was required. ADP was the one payroll company that could meet the demands of the various locations we're in, manage the complexities of our payroll process with unions and address our unique time and labor needs.

The search for a scheduler begins

Prior to implementing ADP Vantage, we were using a different scheduling product and our contract was about to end, so we had to decide if we were going to continue with what we had or explore a new solution. The system we were using had no integration with ADP but did have a certain level of integration with our point-of-sale (POS) systems. However, our POS systems were more than fifteen years old and we wanted to upgrade them, so we figured since we were going to transition to ADP payroll and recruitment, it made sense to take a look at what they had to offer in scheduling.

Unique challenges required a robust solution

We don't have a lot of management resources on the restaurant and retail side, nor do we have an enormous amount of management support when it comes to scheduling and forecasting. We collect a lot of data and use it to determine conversion ratio and estimate traffic year over year, but there was

Advanced Scheduler

Creating quality schedules faster and easier

- Ideal for shift-based work environment
- Adapt coverage as demand fluctuates
- Quickly create schedules, using patterns, templates and call lists
- Easily compare current staffing levels to the required staffing levels
- Considers skills and certifications when identifying people to fill shifts
- Enforce scheduling rules and quickly spot and prevent violations
- Efficiently facilitate shift swaps and self-scheduling requests

Optimized Scheduler

All of the features listed above, plus be more precise with schedules and budgets

- Leverage sales, traffic and other demand history data to better predict labor needs
- Use multiple algorithms for different scenarios, special events and more
- Forecast and schedule by job and location in intervals as small as 15 minutes
- Create more realistic labor budgets with helpful collaboration tools
- Govern labor forecasts and staffing to help ensure budgets are not exceeded.

no integration of that data with our scheduler at all. It was useful for looking at trends, but we couldn't roll that information into a process that would help us create a schedule.

We have retail and quick service locations and some that are a combination of both. The challenge is, how do we provide labor to meet the demands of retail business based on the traffic in retail, and how do we put together a schedule that also considers the labor needs of a quick service restaurant? Our previous solution was manual, and we had no visibility into schedules. In fact, in our union location, we were not able to use our prior scheduling system at all. We used spreadsheets.

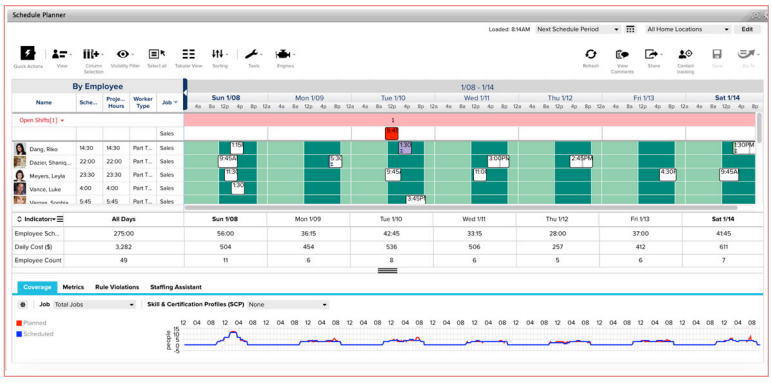
We walked through the process of establishing some labor standards, and I had an opportunity to familiarize myself with the Optimized Scheduler offered by ADP. At that point, we decided this was going to be the solution we wanted to use. Now, we actually have two different scheduler products with ADP: our plant employees are on the ADP Advanced Scheduler and our restaurant and retail employees are on Optimized Scheduler.

Skill-based scheduling changes the game

We have two unique areas in our business: fountain and retail. There are several jobs within the fountain area such as bussing tables, making product, working the register, and sometimes we need to be able to limit specific roles for employees. However, every employee in our payroll system was listed with the job of "chocolateer." We needed to be able to automatically move employees by skillset to different jobs so managers could appropriately schedule staff. This was especially key for our larger locations. With Optimized Scheduler, we were able to implement skill-based scheduling to ensure we had the right staff for the right job at the right time.

Automation drives results

We quickly recognized the advantages of Optimized Scheduler. It's a robust system that takes the historic information on our traffic counts, pulls in all of our sales data and our transaction counts by retail and fountain and uses the information to develop a traffic graph for us. It then creates a schedule to optimize our labor against those trends. It is in line with what we were trying to accomplish in terms of labor management in our stores, but what we were doing manually at the time.



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Michael Moen
Head of special projects and new store development

In our union environment, we weren't able to use the scheduler that we had, even though we were paying for it. The payroll process was also manual, and we had to run through several spreadsheets in order to get those workers paid. That's all been eliminated and there are no manual processes. With ADP, it's all automated.

In the past, schedules were hit and miss, and we had mixed results when it came to achieving our labor objectives. Optimized Scheduler's forecasting algorithms can generate precise labor forecasts and needs down to 15-minute intervals for every location and job. If lunch crowds tend to spike from 11:45 a.m. to 1:15 p.m., we can staff customer-facing jobs to address that spike and then roll people off the floor into jobs like cleaning and restocking to make better use of their time and minimize periods of under or overstaffing. Other systems that cannot get that granular.

With Optimized Scheduler, every schedule is written by the system without any intervention on the part of the manager. We've saved a lot of time, energy and resources with respect to payroll while giving managers more floor time, because they don't have to spend hours assembling information.

Optimized Scheduler is seamless and intuitive for our managers to use. One of the biggest advantages is that it does all the heavy lifting of mapping out our sales and traffic trends and plotting our labor directly to those trends. Once a schedule is auto-generated, it's really easy for managers to address special circumstances. It also keeps managers informed on how their schedules line up with their budget, and we've seen less overtime as a result. Plus, now we know what our average wage is, and we're able to roll key data into building our budgets and forecasting labor for the year.

"During one of our seasons, our sales were significantly below forecast, but our labor expense was within .1% of our objective. That was a huge win for us."

We've experienced some drastic issues with distribution, which created some serious labor challenges in trying to balance labor against sales volume. There's significant labor associated with deliveries, so if you're planning for that delivery to be here on Friday and it doesn't come on Friday, well, you've already spent your labor. During one of our seasons, our sales were significantly below forecast, but our labor expense was within .1 percent of our objective. That was a huge win for us. Typically speaking, when sales go down, our labor percent goes up. With so many distribution issues out of our control, we still managed to reduce labor as a percentage of the total, which is significant.

The value of a strong partnership

We had no labor standards to give ADP to help them develop this scheduler to meet the demands of our business and achieve our labor goals. With limited

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resources and visibility into our data, our typical response to increased labor costs was to budget less hours, forcing us to do more with less.

When you have nothing except raw data to work with, it's challenging to set the whole system up. As we started to work through integration, the ADP team was able to address specific needs that we had and tailor the system to where we were able to get everything we needed out of it.

This was not my area of expertise, but the ADP team worked closely with me to develop a process that made sense for our business. It was only by virtue of working with the team at ADP that we were able to achieve what we set out to accomplish. Now, managers only have to review the proposed schedule, which saves them time, and we're able to accomplish more with limited labor resources.

Ghirardelli prides itself on being the only chocolate manufacturer that handles the chocolate from "bean to bar." We have a sustainable farming effort in place and literally hand-select our cocoa beans. Between recruitment, payroll and the scheduler, ADP does the same thing. The entire HCM lifecycle, for both the company and its employees, is managed from end to end.

Breaking through at work

What ADP has brought to us as a company is a lot more visibility and flexibility. Here I am in Orlando, Florida, on the other side of the country from our headquarters, but if somebody needs something, I can give them what they need in ten minutes. If I have a store in California with an issue on the weekend when corporate is closed, now they can send me an email, and in five minutes, I can fix their problem. It makes me look like a miracle worker when in reality it's just easy. I would have never been able to do that before ADP.

For me personally, working with ADP has been incredibly valuable and has really helped me to network within my own company in a way that I didn't before. Because I've been so involved in the integration process, I have become a valuable resource for others in the company. In fact, because of my work in implementing the scheduler with the ADP team, in addition to being the ADP administrator on all things labor related, I now have management of several other systems such as our Oracle database, inventory tracking system and others, as well.

Building a better world at work

We have a lot of antiquated systems. Now we're going to implement a new POS system which will include a new inventory system and a new CRM system. Overall, ADP has brought an awareness to what we can accomplish by getting better business intelligence, which is more with less.

For more information, visit ADP.com.

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