

- Dashboards provide instant focus on critical, actionable information
- Reduced costs by extending analytic capabilities using existing resources
- Leveraged existing security groups and processes to fortify data security throughout the organization

*"Our new labor information and analytics solution will enhance the customer in-store experience and help us optimize our staffing."*

*– Michael Nelson, Manager of Methods & Productivity  
Roundy's Supermarkets, Inc.*

## Client Profile

Headquartered in Milwaukee, Wisconsin, Roundy's Supermarkets, Inc. is one of the Midwest's oldest and largest grocers with business offices, distribution centers and stores located in the upper Midwest. Roundy's owns and operates 151 stores in Wisconsin and Minnesota under the Pick 'n Save, Cops Food Center and Rainbow Foods banners, as well as a small-format concept store in Milwaukee called Metro Market. In addition to its stores, Roundy's owns and operates three distribution centers in Wisconsin, including a 1.1 million square foot facility opened in April 2005. Roundy's is a company with annual revenue approaching \$4 billion, Roundy's employs nearly 19,000 employees throughout its entire network.

True to its roots in wholesale grocery, Roundy's continues to supply a select group of independent retailers in the upper Midwest in addition to its company-owned stores, although Roundy's focus remains its own retail operations. In keeping with this strategy, Roundy's recently opened a new food processing plant in Kenosha, Wisconsin, which will enhance its 2,200-item private label brand. Unwilling to rest on its history and laurels, Roundy's is an innovative retailer that is always seeking new and better ways to serve customers, improve operations, inspire employees and enhance stakeholder value. Roundy's determination to set ever higher standards for its business has been recognized with numerous industry awards and business accolades.

## Business & Technology Challenge: Express Lane Labor Reporting

Grocery stores today provide shoppers with a lot more than basic foods and ingredients. Customers expect, and need, everything from flowers to beauty products to fresh sushi. They also demand high levels of service. Roundy's understands that in order to deliver an exceptional customer experience, it needs to ensure that all departments, across all of its stores are staffed appropriately. However, managing to an appropriately staffed level can be tricky. There are external factors such as holidays, and internal factors such as merchandise deliveries, that affect customer traffic and employee work loads.

Because labor is one of the most significant cost centers that a supermarket can manage, Roundy's already had in place rigorous processes for labor forecasting, budgeting and reporting of actual labor costs. However, Roundy's sought to increase the efficiency, capacity and ubiquity of the systems that support labor-related analytics, which would improve staffing. Proactive staff planning benefits customers by providing better service, and also helps Roundy's to control its labor costs.

**The grocery industry is highly competitive and margins are tight — on average around 5%. A bad customer experience could mean losing a loyal customer and overstaffing quickly erodes profits.**

Further, Roundy's believed that the time was right for them to update and automate their labor analytics and reporting processes. While the storing and exchange of information in spreadsheets had worked fairly well, the management team was seeking to:

- Accelerate and streamline the dissemination of up-to-date labor information
- Provide dashboards, scorecards, reports and a variety of tools for enhanced analysis
- Grant access to information based on level or role to enhance information security

Roundy's was looking for a business-driven technology solution that would help optimize its staffing by depicting accurately what happened, but also predicting what should happen—thereby providing data-driven, actionable insight that could be used to better manage labor costs.

## The PointBridge Solution: An Authoritative Source for Labor Information & Analytics

Together the two organizations created a Vision and Scope document to ensure all business and technology needs would be met and to guide the implementation process. Roundy's was already using a Microsoft® SQL Server® 2005 relational database management system (RDBMS) to host the underlying data and employed SQL Server Reporting Services to manage reporting activities. PointBridge designed a solution that would build upon the Microsoft technologies already in place, to reduce licensing and integration costs.

The Business Intelligence solution PointBridge designed to create an authoritative source for labor analytics included the following components:

- **Microsoft SQL Server 2005 RDBMS** to host the underlying data used to populate analysis cubes and the Unified Dimensional Model (UDM) that would calculate key metrics
- **Microsoft SQL Server 2005 Integration Services (SSIS)** to extract, transform and load data in appropriate analytic formats
- **Microsoft SQL Server 2005 Analysis Services** would function as the main analytic engine providing caching, business intelligence expressions, KPIs, security, navigation and perspectives
- **Microsoft SQL Server Reporting Services** to create reports with specific parameters, such as scorecards, and then enable users to drill down from scorecard summaries to more detailed information
- **Microsoft Office PerformancePoint® Server 2007, ProClarity** to construct dashboards, scorecards, grids and charts
- **Microsoft Office SharePoint® Services** to provide authentication and security and to also serve as the deployment platform for the Web parts that host PerformancePoint dashboards

PointBridge integrated SQL Analysis Services, and PerformancePoint with Roundy's existing SQL Reporting Services to enhance the way in which the data could be viewed and used at different levels across the organization. This enabled rapid analysis and access to ever more granular data, as well as incredible flexibility in terms of the information that could be analyzed and presented in various charts and graphs. Data access is provided based on each person's role within the organization to enable the right information to reach the right people without jeopardizing information security. This means that every morning members of the executive team can look at their dashboards and see a high-level roll-up summary of actual results vs. forecast labor costs. In the event that there is a discrepancy, with one click area-level data is viewable, with another click store-level data within a specific area can be viewed. A store manager is also seeing the same store-level data, so there are no information discrepancies. However, the store manager's scorecard will look different. It will include the key events and data that are most pertinent to help him appropriately staff his store. If there is a noticeable gap between forecast and actual labor costs at the store-level, an area manager will likely contact the store manager to understand the difference.

PointBridge wanted to ensure the solution was robust, yet fast and agile. By using SQL Analysis Services to build the Key Performance Indicators (KPIs) that Roundy's needed to alert them to changes in labor data, the organization was able to use the same KPIs with the same business logic across various tools. This is unique to the Microsoft Business Intelligence product stack — allowing Roundy's employees to digest and act on information through whichever tool that makes the most sense for them. Whether an executive, area manager, store manager or field merchandiser is looking at a dashboard, scorecard or analytic report on a Web-based portal, the data, and how KPIs are calculated remains uniform. Information is also readily available online. There's no waiting for reports via email, or waiting for a corporate analyst to run a report and email it. The 5 to 30 minutes it used to take to download labor reports has been eliminated across 150 stores and dozens of other remote personnel.

Roundy's was concerned about the access to and the security of its labor information. One way to restrict information access and avoid information proliferation was to provide access to data based on role. However, special situations often arise. Area and store directors may need to view previously restricted information immediately when an area director is assigned a new store, or a store director is asked to manage an additional store while its manager is on vacation. PointBridge built an assembly in the C # language that queries Windows Server Active Directory® for identity authentication and management. If a store director's attributes change, these are reflected in Active Directory and the store level analytics they are able to view is automatically changed. Roundy's had systems in place that updated Active Directory requiring no added Analysis Services administration — just the code that PointBridge provided. Through integration of existing systems PointBridge was able to help Roundy's achieve more robust security functionality at little additional cost.

*"When we were testing the solution, the Roundy's employees were encouraged by the speed of the analytics and the power of the information. Everyone agreed that the information will help them to make better staffing decisions. It was great to build a solution that will immediately improve business performance."*

*– Dave Greve, Engagement Manager, PointBridge*

## Results that Ring the Register

With its new enterprise-wide business intelligence solution, Roundy's has a single source for labor analytics which turns its data into accurate and actionable information that is now used to optimize store staffing. Beyond this goal, the project has resulted in a number of other key benefits.

### **Beyond automating spreadsheets – PointBridge allowed Roundy's to reach a new level of analysis for its business in an economically sound way.**

PointBridge created a single source for labor information, reporting and analytics that allowed Roundy's to:

- **Improve the speed and efficiency of information dissemination**
- **More tightly manage store labor**
- **Enhance security by providing the right information to the right people**

This business intelligence solution will help Roundy's continue to deliver on its brand promise by ensuring that the company remains profitable and offers exceptional in-store experiences.

## About PointBridge

PointBridge ([www.pointbridge.com](http://www.pointbridge.com)), headquartered in Chicago, is a consulting company that connects people to people and people to information. The company builds award-winning collaboration and business intelligence solutions with Microsoft technologies including, SharePoint, Exchange, Office Communications Server and SQL Server.

PointBridge is a Microsoft Gold Certified Partner and was recently named the 2008 Global Partner of the Year Finalist for Citizenship and the 2007 U.S. Central Region Partner of the Year. PointBridge was also honored in 2005 as the worldwide Microsoft Partner of the Year for Advanced Infrastructure Solutions and won the Microsoft Exchange Solution of the Year award.



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