

INCIPIO PARTNERS WITH

A LARGE MANUFACTURING COMPANY,
FILLING **80 POSITIONS** THREE MONTHS AHEAD OF
SCHEDULE, **DECREASING TURNOVER BY 50%** WITHIN THE
FIRST 90 DAYS, AND STILL IMPACTING THEIR BRAND AND
CULTURE TO THIS DAY.



INCIPIO[®]

WORKFORCE SOLUTIONS



“Incipio transformed Morris Packaging’s hiring efforts, reshaped their employer branding, and ultimately created a healthy organizational culture that encouraged retention.”

In the spring of 2020, **Morris Packaging**, a sustainable food-grade manufacturing company, approached **Incipio Workforce Solutions** with the hiring pains they were experiencing at multiple manufacturing locations across the Midwest. Along with many other organizations and industries, their organization needed help with:



talent acquisition



lowering turnover rates



community engagement



employer branding



onboarding and training processes



creating a positive workplace culture

Morris Packaging recognized the need for a comprehensive solution. Incipio transformed Morris Packaging’s hiring efforts in three years, reshaped its employer brand, and ultimately created a healthy organizational culture that impacted retention. Each portion of the contract, from employer branding to recruitment to workforce alignment, played an integral role in the success of the overall goal and objective of attracting and hiring the right people for the right positions, retaining them, and building a culture they never wanted to leave.

RESHAPING EMPLOYER BRANDING

The age-old question of **“Which came first, the chicken or the egg?”** is the same daunting question you can ask yourself in the hiring world. Which comes first? A refined employer brand or an effective hiring effort? They are synonymous with the overall success of attracting the right team members and increasing retention.



“On the consumer side of our business, referrals are everything. It’s the epitome of conversion. We want everyone to speak positively about our brand. We’ve forgotten that that same perception and referral source exists within our workforce.”

-Kaleb Scharmahorn, Employer Branding Specialist

Before our partnership, Morris Packaging faced the inevitable that an undefined employer brand resulted in candidates not being aware of its company’s presence. Candidates didn’t know to look for Morris, and when they did, they weren’t finding any compelling reason to work there. To solve this problem, Incipio focused on creating an impactful employer brand strategy.

Authentic Storytelling:

In today's candidate-centric market, it's not enough to just post jobs and hope great people apply. You must show active and passive candidates why your company is great—and do it authentically. Candidates are both savvy and skeptical and tend to trust people more than they trust marketing. Not only did Incipio capture these authentic employee stories and experiences, but then deployed these stories through email marketing, blogs, social media marketing, targeted advertising, and more, increasing the visibility of Morris to potential candidates, with 91,000+ video views.



Content Creation



Email Marketing



Written Content



Social Media Marketing



Targeted Advertising



Brand Awareness:

By building a solid brand, companies can attract more qualified candidates, build their reputation, differentiate from competitors, and create trust with potential candidates. Through our employer branding efforts, Incipio was able to impact potential candidates, increasing traffic to their careers page, Google listing, and social media platforms:

- **1 MIL+ SOCIAL MEDIA IMPRESSIONS**
(an increase of 2,500%)
- **100,000+ GOOGLE BUSINESS PROFILE INTERACTIONS**
- **16,000+ CAREER PAGE VIEWS**

Incipio's email marketing approach also contributed to the positive employer brand results with open rates of up to **57.45%** from candidates interested in a career with Morris Packaging! Improving its employer brand made Morris Packaging a top-of-mind employer and reinforced its image as a leading choice in the industry.

Candidate Flow:

Standing out in a competitive market can be difficult. But results are achieved much faster when a successful recruiting strategy is mixed with a strong employer brand. Mixing the right employer branding approach with the right recruiting strategies increased candidate flow by 65%.

Morris has witnessed firsthand the impact of re-shaping their employer brand and staying consistent with it, hearing from multiple candidates that "Morris is everywhere!"

Today, Incipio's employer branding efforts continue.



EXPERT OUTSOURCED RECRUITING

Incipio successfully filled 80 positions three months ahead of schedule and reduced turnover by 50% within the first 90 days.

YEAR 1: Incipio was tasked to fill 80 positions across two locations with a guaranteed retention rate in the first 90 days. Within the first nine months of our 12-month contract, Incipio successfully filled 80 positions, three months ahead of schedule, and reduced turnover by 50% within the first 90 days, and here's how.

Community Engagement:

Strong bonds built within your community will significantly benefit your organization in the long run. For Morris, enhanced visibility within an increased radius attracted more manufacturing candidates seeking growth opportunities. The Incipio recruiting team began reaching out to schools, career services, and churches, all the while working alongside the Morris team to participate in tabling opportunities across the city. Within three months, Incipio began to see the fruit of their labor, attracting 65% more candidates at month four.

After increasing community awareness of Morris Packaging, they moved their tabling efforts into their organization to allow potential candidates to tour the immaculate facility, check out the state-of-the-art equipment and machines, meet the team, and interview on the spot!



“Community members had never heard of Morris Packaging. Jefferson City is such a small community. We knew this was a red flag, and we had to do a market analysis and get creative around where to find people in their small community.”

- Rebecca Bowman, Incipio Recruiter

Attracting the RIGHT Talent:

It's never been about filling a seat. It's always been about filling the seat with the RIGHT person for the job, the organization, and that individual. By implementing a standardized recruitment process, developing brand new job descriptions, assessing salary ranges, encouraging competitive salaries, and increasing the improvement of screening procedures, Incipio attracted the right talent. This was not an overnight process, and it took a lot of dedication internally to change the culture from the inside out. Incipio was on the right track to make internal changes by improving the recruitment efforts and hiring processes. Next up: culture shifts.



“Once you build and implement consistency and then deliver on it, especially within a manufacturing organization, the volume of how you recruit people becomes more efficient, and the experience is different.”

- Molley Ricketts, CEO Incipio Workforce Solutions

YEAR 2: Impressed by the initial results, Morris Packaging entrusted Incipio to train their internal team and sustain the progress achieved. In the second year of their partnership, Incipio continued refining and building a positive employer brand and recruitment strategy while incorporating engagement and culture elements. **Morris Packaging said, “Now that you've fixed our recruiting problem, can you help us hire the people to take over what you're doing for recruiting? Train those individuals and then walk alongside us to make sure that we are successful.”** This led to the second term of Incipio's partnership with Morris Packaging. Incipio started three months early under the same contract of 80 hires but within six months instead of the initial one year. Not only did Incipio help Morris Packaging create greater efficiencies within the first year, but they were able to help Morris Packaging **gain the confidence to bring on more work, build their organization, reach their objectives, lower their cost to operate, decrease turnover, and ultimately impact Morris' bottom line.**

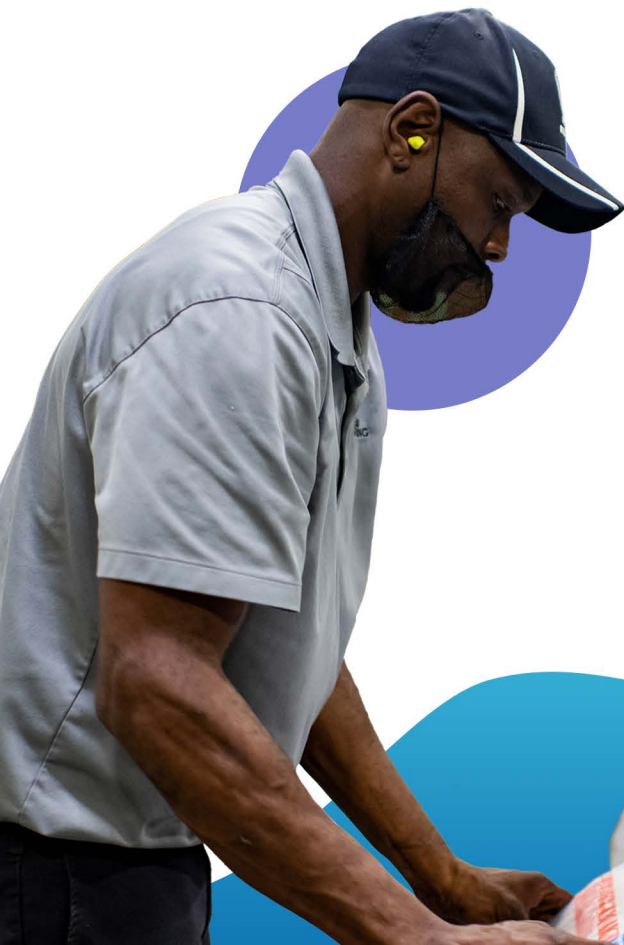
APPRENTICESHIP PROGRAM & GRANTS

Incipio knew that proper training and the development of an apprenticeship program would be beneficial for attracting and retaining top talent while supporting the growth and development of current employees. Working hand-in-hand with the Morris team, they put together a plan to build an apprenticeship program and then sought funds to execute it.

Through a partnership with Dot.Connecting.Solutions.LLC, the Missouri Chamber of Commerce, the Office of Apprenticeship and Work-Based Learning, the Missouri Department of Higher Education, the U.S. DOL Office of Apprenticeship, the Missouri Department of Economic Development, Jefferson City Regional Economic Development Partnership, the Missouri Department of Revenue, and the Missouri Employment Security Division,

we were able to
successfully capture over
\$500,000
of relevant incentives to assist
with Morris Packaging's training
project and company expansion.

These funds are still impacting Morris and their team to this day, providing employees with opportunities for learning, skill development, and career advancement and ultimately, contributing to a more engaged and motivated workforce.



Improved Training Efforts:

During this time, one change that would make the most significant difference in the success of Morris Packaging was the implementation of improved training efforts. A lack of training is the number one reason why employees leave so quickly. **Dawn said, "When you bring in an operator that's ready to go to plug and play, you often find greater success there. But we also found some real rock stars that could be trained, even though they didn't have the experience. When we hired such a large number of people, we probably hired 10% qualified, where 90% of new hires needed training."** Without consistent training tactics in place, they would see exceptional and trainable candidates fall away quickly. Dawn mentioned, "It's manufacturing, so you see people come in and realize it isn't for them. Incipio was good at analyzing and prescreening folks and recognizing that their experience in construction, or a similar field, offered transferable skills." That's where Morris Packaging saw the most significant success, were those folks with transferable skills.



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- Dawn Gaddis, HR Director Morris Packaging

To keep these rockstar candidates with transferable skills interested and engaged in the manufacturing field, it was essential to give them the support they needed to feel successful in their careers. Incipio hired and trained an HR department for Morris Packaging, who then created a training team of 4 people with a training manager who does not just check training off of a list but performs consistent training opportunities to empower new hires in their career growth. One significant selling point for a manufacturing firm like Morris Packaging is that they have multiple machines. When you build your career in their organization, you can learn as many machines as you would like and increase your hourly pay! Without proper training processes early on, new hires were met with the dilemma of, "I want to grow and learn, but there is no one available to train me and provide these growth opportunities." This was solved by implementing the appropriate training efforts!

TRAINING AND CULTURE-BUILDING THROUGH WORKFORCE ALIGNMENT

Before our partnership with Morris Packaging, they suffered from a toxic management style that tarnished their reputation. And while recruiting and employer branding were helping with this transformational change, we all agreed that a long-term culture shift was needed.

Mark Handley, Incipio's Workforce Alignment Specialist, nurtured all training and continuous feedback efforts with Morris Packaging's internal team. Through the OrgVitals survey tool, Mark could assess the pain points that caused high turnover for Morris Packaging and likely other manufacturing firms. Their employees felt overwhelmed by the lack of solid training to succeed in their operator roles. **Mark knew they needed to hire the right people to build a training team who could help increase the retention of the 80+ hires that the rest of his Incipio team was making alongside Morris.** This holistic approach aimed to provide a seamless transition for new hires, from the initial onboarding process to long-term integration within the company. By empowering their employees and aligning them with the company's vision, Incipio helped Morris Packaging achieve greater operational efficiency, reduce the [cost of turnover](#), and recognize an improvement in their retention rates.



“Just like any major project a business may engage with, enhancing a culture or operating environment takes intentional focus. Aligning your workforce to your mission & values takes a great deal of effort, but the payoff is tremendous.”

- Mark Handley, Workforce Alignment Specialist

Dawn Gaddis, the Human Resource Director at Morris Packaging, said, **“Mark helped our team implement a quarterly short form with three questions to get that feedback going and increase our communication. One of the things we learned from this quarterly initiative is that our people want shorter pay periods. We take feedback like that and see where we can make a change!”** It is initiatives like this and implementing the changes employees want to see that create a more cohesive and better-aligned environment.

FACTORS CONTRIBUTING TO SUCCESS

Incipio's success in transforming Morris Packaging's hiring efforts and culture shift can be attributed to several factors. The immediate improvement in their employer branding efforts through tangible actions of updating their social media presence, online searchability, and brand voice that echoed the positive internal changes created a compelling story that resonated with candidates. The meticulous implementation of revamped recruitment processes and increased feedback opportunities contributed to their lowered turnover costs and increased retention efforts. By aligning Morris Packaging's messaging with its internal actions, Morris successfully conveyed their commitment to positive change, increased communication, and improved training efforts, attracting more candidates over time and still impacting them today!

CONTINUED PARTNERSHIP AND FUTURE GROWTH HAPPY PEOPLE CREATE HAPPY WORKPLACES

YEAR 3: The collaboration between Incipio and Morris Packaging continues to this day. Morris Packaging recognizes that a strong employer brand and culture are ongoing and cannot be simply checked off a to-do list. **75% of job seekers consider the employer's brand before applying, and 70% of employees would change jobs for more fulfillment.** We remain committed to sustaining the momentum achieved in the first two years and continuing to impact both Morris and their team, creating a thriving culture and unbeatable employer brand.

If your manufacturing firm has experienced the pain of increased turnover costs, low retention, a poor employer brand, poor communication, a lack of training resources, or any hurdles that have affected the health of your organization, you need Incipio Workforce Solutions. With strategic workforce solutions and their significant impact on a company's hiring efforts and overall culture, Incipio is prepared to see your business succeed. Improve the direction of your manufacturing organization by [contacting Incipio](https://incipioworks.com) today.



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