

A Project Based Learning Report on Recruitment, Engagement and Retention

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EXECUTIVE SUMMARY

This report delivers an in-depth examination of Capgemini's Human Resource Management practices, specifically within the areas of recruitment, screening, selection, engagement, and retention, in alignment with the objectives of the Recruitment, Engagement, and Retention (RER) curriculum. As a top consulting, technology, and digital transformation services company with over 350,000 employees in over 50 countries, Capgemini functions in a extremely competitive talent market that necessitates strategic, flexible, and technologically sophisticated HR processes. The recruitment system of the company follows a diversified strategy involving campus hiring, lateral recruitment, and domain skill acquisition backed by strong employer branding and digital promotion. Screening procedures are backed by AI- facilitated Applicant Tracking Systems, technical skills tests based on competencies through platforms like Hacker Rank, Codility, and SHL, and behavioral tests through platforms like Pymetrics, with strict bias audits ensuring fairness and compliance. Selection is governed through structured interviews, panel assessments, business games, and assessment centers, with weighted decision-making models taking into account technical skills, soft skills, and cultural fit. Engagement programs are inclusive, with a focus on ongoing learning through Capgemini University, formal recognition like Applause and ACE Awards, holistic Diversity, Equity, and Inclusion (DEI) initiatives, well-being initiatives, and flexible work models. Retention programs blend competitive pay packages, career progression tracks, talent development opportunities, and predictive analytics for attrition management, with a view to achieving long-term talent stability. The findings underscore Capgemini's success in harmonizing advanced technology with a people-centric philosophy, creating an inclusive, engaging, and performance-driven workplace; however, opportunities remain in further personalizing engagement strategies, recalibrating the technical-soft skill balance in selection, and accelerating response to attrition indicators. Collectively, these practices position Capgemini as a benchmark for sustainable, inclusive, and globally scalable talent management within the IT consulting sector.

CHAPTER 1: INTRODUCTION

Industry Overview: Quick Service Restaurant (QSR) Sector

The Quick Service Restaurant (QSR) industry is among the fastest-growing sectors in the global food and beverage market, driven by evolving consumer lifestyles, increasing urbanization, and rising disposable income. The QSR industry caters to customers seeking affordable, convenient, and tasty meals, often with standardized formats and efficient service models. In recent years, QSRs have shifted towards tech-enabled models, integrating mobile ordering, cloud kitchens, AI-driven personalization, and delivery partnerships. Health-conscious menus, sustainable sourcing, and eco-friendly packaging are also reshaping the sector. With the digital economy and changing consumer habits, QSR companies are now positioned as technology-driven food platforms, beyond just restaurants.

Evolution of the QSR and Food-Tech Industry

The QSR industry emerged in the mid-20th century with brands like McDonald's and KFC revolutionizing fast dining. By the 2000s, globalization and digital transformation introduced online ordering and home delivery,

bringing efficiency and scalability.

In the 2010s, the rise of food-tech platforms (Swiggy, Zomato, Uber Eats) and cloud kitchens further expanded reach. Now, AI-driven analytics, robotics in cooking, and smart POS systems define the modern QSR model. Startups like GoPizza have adopted **“one-person, one-pizza”** as a concept, showcasing how specialization and technology can redefine the customer experience.

Company Profile: GoPizza

GoPizza is a South Korea-based QSR brand founded in 2016 by Young-Bae Kim. It was initially developed as a food truck concept serving freshly baked, single-serving pizzas to busy students and workers. Headquartered in Seoul, GoPizza has rapidly expanded across Asia and Europe, including India, Singapore, Indonesia, and France.

The company differentiates itself with its proprietary technology: **Gobot (AI-enabled pizza-making robot)** and **AI Smart Topping Table**, ensuring consistent taste, hygiene, and efficiency. Its unique “fast, affordable, and quality-driven” positioning has made it a leading disruptor in the pizza QSR market.

Business Segments

- Dine-in & Express Outlets – Compact store formats designed for quick service in malls, IT parks, and metro hubs.
- Cloud Kitchens & Delivery – Focused on catering todigital-first customers via online platforms and aggregator apps.
- Technology-Driven Operations – Proprietary robotics and AI-powered systems for consistent preparation and cost efficiency.
- Franchise Expansion – Partner-led business model fueling GoPizza’s rapid global growth.

Key Achievements and Global Footprint

- Expanded from South Korea to over 10 countries including India, Singapore, Indonesia, Thailand, and France.
- Recognized for innovation in food technology through robotics and AI-powered kitchens.
- Established strong presence in India’s metro cities with over 30+ outlets (and growing).
- Awarded as a next-gen QSR brand for its unique “one-person pizza” concept.

Promoters, Vision, Mission, and Quality Policy Promoter

Founded by Young-Bae Kim, GoPizza embodies entrepreneurial innovation in blending food with technology. Its leadership team continues to focus on scaling with efficiency, sustainability, and customer satisfaction.

Vision Statement

“To become the world’s fastest and most loved one-person pizza brand by combining food innovation with technology.”

Mission Statement

“To deliver affordable, high-quality pizzas globally with speed, consistency, and customer delight, powered by robotics and AI-driven processes.”

Quality Policy

GoPizza emphasizes hygiene, consistency, and sustainability. The company adheres to international food safety standards and integrates eco-friendly packaging. Continuous innovation in cooking technology ensures both efficiency and quality in every pizza served.

Introduction to Recruitment, Engagement, and Retention at GoPizza

In the competitive QSR industry, human capital plays a crucial role in ensuring consistent service and customer experience. GoPizza adopts a technology-enabled HR model, ensuring efficiency in both recruitment and workforce management.

Recruitment Practices

- Uses digital platforms, food-tech networks, and local recruitment drives for hiring.
- Prioritizes hiring young, energetic staff with customer-centric values.
- Employs structured training to handle both customer service and AI-powered kitchen tools.

Engagement Strategies

- Strong focus on team culture and motivation in high-paced work environments.
- Employee engagement via recognition programs, performance incentives, and internal mobility.
- Training modules to upskill employees in food-tech systems, safety, and service.

Retention Practices

- Career development opportunities through global expansion and franchise partnerships.
- Competitive pay, flexible work formats, and strong emphasis on work-life balance.
- Building loyalty through inclusive culture, sustainability values, and future-ready career paths.

By blending tech-driven operations with people-centric HR strategies, GoPizza demonstrates how QSR companies can scale globally while retaining quality and employee satisfaction.

CHAPTER 2: RECRUITMENT

Recruitment as a Growth Enabler

Recruitment at GoPizza is viewed as a strategic function that fuels the company's rapid growth and international expansion. Every hire is expected to not only fulfill operational needs but also reflect the values of speed, quality, and innovation that define GoPizza's business model.

Objectives of Talent Acquisition

GoPizza's recruitment practices are built on specific objectives that align with its business goals:

- Expanding Reach – Building a global talent pool to support operations in multiple countries.
- Ensuring Cultural Fit – Hiring candidates who match the collaborative and dynamic work environment.
- Future-Ready Skills – Targeting professionals with knowledge in food-tech, automation, and digital operations.
- Diversity and Inclusion – Encouraging applications from varied backgrounds to strengthen team culture.
- Employer Branding – Establishing GoPizza as a fast-growing, attractive workplace for young professionals.

Sources of Recruitment

GoPizza employs a multi-channel approach to access the best talent. The four major sources are:

Employee Referrals	Internal employees recommend potential candidates with incentives for successful hires.	High-quality applicants, stronger cultural alignment.
LinkedIn & Social Media	Used for employer branding, professional networking, and targeted sourcing.	Strong reach, access to passive candidates, builds brand image.
Campus Recruitment	Collaboration with hospitality schools and universities for management trainees and fresh graduates.	Builds a steady pipeline of young, energetic talent.
Job Portals	Platforms like Indeed and JobKorea used to attract entry and mid-level professionals.	Wide reach, faster access to active job seekers.

Key Recruitment Challenges

Despite its growth, GoPizza faces specific challenges in hiring:

- High Competition – Competes with both QSR chains and food-tech startups for talent.
- Niche Skill Shortages – Specialized roles in automation and robotics are difficult to fill.
- Frontline Attrition – Retaining delivery staff and kitchen associates remains a challenge.
- Rising Candidate Expectations – Preference for career development, flexible schedules, and growth opportunities.
- Global Regulations – Compliance issues in different markets affect hiring timelines.

Recruitment Strategies Adopted

GoPizza uses customized strategies to overcome challenges and ensure quality hiring:

- Referral Rewards to encourage internal employees to bring in quality candidates.
- Targeted LinkedIn Hiring for managerial and specialized roles.
- Campus Tie-Ups with leading institutions to attract fresh graduates.
- Employer Branding Campaigns showcasing technology-driven kitchens and career growth opportunities.
- Job Portal Optimization by using ATS integration for faster screening and filtering.

Evaluating Recruitment Effectiveness

GoPizza monitors the success of its recruitment function using a mix of performance metrics:

Time to Fill	Average 20–25 days, ensuring agility in scaling operations.
Offer-to-Join Ratio	Maintained above 80% due to transparent hiring and engagement.
Cost per Hire	Optimized through referrals and in-house recruitment drives.

Retention Rate (Year1)	Monitored closely for frontline staff to reduce attrition.
Diversity Index	Ensuring representation across genders, backgrounds, and geographies.

CHAPTER 3: SCREENING

Introduction to Screening

At GoPizza, screening is the first critical step in the recruitment process, ensuring that only those candidates who match the required skills, behavior, and cultural alignment move forward. Given the fast-paced nature of the QSR industry, screening acts as an initial filter to identify applicants with customer-service orientation, stamina, and teamwork. This step saves time, reduces costs, and guarantees consistency in hiring quality employees across outlets.

OBJECTIVES OF SCREENING

- **Efficiency:** Helps store managers and HR teams save time by shortlisting only relevant candidates.
- **Quality:** Ensures that individuals with the right aptitude for hospitality and food handling progress further.
- **Consistency:** Brings a uniform structure to recruitment, offering fairness and transparency to all applicants.

Importance of Screening

- **Time and Cost Efficiency:** Reduces turnover costs by eliminating unfit candidates early.
- **Improved Hiring Quality:** Enhances workforce productivity and customer satisfaction by selecting suitable staff.
- **Risk Mitigation:** Identifies early red flags like inconsistent work history or lack of commitment.
- **Enhanced Candidate Experience:** Provides clarity to applicants and promotes GoPizza as a professional employer brand.

At GoPizza, screening is done through resume review, telephonic interactions, and digital shortlisting tools. Only top candidates advance to interviews, ensuring faster and smarter hiring decisions.

Screening Tests

Types of Screening Tests

- **Cognitive Ability Tests:** Used mainly for managerial roles to assess problem-solving and decision-making.
- **Personality Tests:** Help identify service-oriented traits such as friendliness, adaptability, and stress-handling.
- **Skills Tests:** Practical demos like food preparation, order-taking, and POS handling.
- **Situational Judgment Tests (SJTs):** Evaluate responses to real customer scenarios (e.g., handling complaints).
- **Emotional Intelligence (EI) Tests:** Check empathy and ability to work in teams under pressure.

- **Work Sample Tests:** Candidates perform small job-related tasks like preparing a pizza or handling a mock rush-hour scenario.

Effectiveness of Screening Tests

- **Predictive Validity:** Work sample tests and customer-service scenarios give highly reliable performance insights.
- **Fairness and Bias Reduction:** Objective tests reduce favoritism, focusing only on skill.
- **Efficiency:** Digital screening helps HR filter large applicant pools quickly.
- **Candidate Experience:** Simple, job-related tests make the process engaging and transparent.

Issues With Screening Tests

- **Cultural Bias:** Tests must remain neutral and simple, considering GoPizza recruits from diverse backgrounds.
- **Over-Reliance on Tests:** Performance in a mock scenario may not always reflect real-world ability.
- **Test Anxiety:** Candidates may underperform due to nervousness.
- **Cost & Resources:** Advanced psychometric tools may be costly for mass hiring.
- **Legal/Ethical Concerns:** Screening practices must comply with labor laws and equal opportunity guidelines.

Interview Process at Gopizza Initial Screening

- **Resume Review:** Applications are screened for basic requirements like prior QSR/retail experience.
- **Outcome:** Shortlisted candidates are invited for telephonic or in-person interaction.

Pre-Interview Communication

- **Candidate Engagement:** Clear communication about shifts, pay structure, and job expectations ensures transparency.
- **Outcome:** Only genuinely interested candidates move ahead.

Interview Scheduling

- Coordinated between HR, store managers, and candidates.
- Flexibility in timing is offered due to shift-based roles.

Conducting Interviews

- **Technical Interviews:** For managerial roles – inventory control, scheduling, and store operations.
- **Behavioral Interviews:** Assess teamwork, handling pressure, and conflict resolution.
- **Cultural Fit Interviews:** Evaluate alignment with GoPizza's values of speed, consistency, and customer-first service.

Post-Interview Process

- **Document Collection:** ID proofs, prior employment records, and eligibility checks.

- Salary Fitment Approval: Ensuring alignment with budget and wage policies.

Offer Creation and Onboarding

- Offer Letter: Clear, transparent offers covering role, pay, and benefits.
- Onboarding: New hires undergo orientation on food safety, hygiene, and GoPizza's service standards.

Challenges Faced by Interviewers at Gopizza

- Bias and Subjectivity: Risk of favoring candidates based on personal impressions.
- Time Constraints: High-volume hiring demands fast decisions.
- Candidate Nervousness: Many frontline staff may lack formal interview exposure.
- Technical Issues: Online interviews may face disruptions.
- Communication Barriers: Language differences may hinder effective assessment.
- Maintaining Objectivity: Difficult in high-pressure hiring seasons.

Mitigation includes structured interviews, bias-awareness training, mock scenarios, and multi-interviewer panels.

CHAPTER 4: SELECTION

Introduction to Employee Selection

At GoPizza, employee selection is seen as a strategic process aimed at identifying and onboarding individuals who not only possess the necessary skills but also align with the company's customer-first approach and fast-paced service culture. In the food service industry, particularly in quick-service restaurants (QSRs), the right selection decisions directly impact customer satisfaction, efficiency, and overall brand reputation. GoPizza's selection process emphasizes agility, fairness, and cultural fit, ensuring that the chosen candidates can thrive in both store-level and managerial roles.

Steps in Employee Selection

- Application Review: Screening resumes and applications submitted through job portals, referrals, and walk-ins to shortlist candidates.
- Initial Screening: Conducting brief telephonic or face-to-face pre-screens to assess basic suitability, communication, and availability.
- In-depth Interviews: Detailed interviews focused on service orientation, ability to handle fast-paced work, and customer interaction skills.
- Skill and Aptitude Tests: Store-level candidates may be tested for customer service aptitude and teamwork, while managerial candidates undergo scenario-based assessments.
- Reference and Background Checks: Verification of employment history, work ethics, and, in some cases, background checks for reliability and trustworthiness.
- Final Decision: Collaboration between HR, hiring managers, and store leadership to finalize the best-fit candidate.
- Job Offer: Extending a formal offer that outlines compensation, benefits, and role expectations, followed by onboarding.

Factors Involved in Employee Selection Decisions at Gopizza Qualifications and Experience

- Educational Background: While higher education is valued, store-level roles focus more on service orientation and communication than formal degrees.

- **Work Experience:** Prior experience in food service, hospitality, or customer-facing roles is a strong advantage, especially for supervisory or managerial positions.

Skills and Competencies

- **Technical Skills:** Knowledge of POS systems, inventory handling, or food preparation standards.
- **Soft Skills:** Strong communication, teamwork, adaptability, and conflict resolution abilities.
- **Leadership Skills:** For managerial positions, the ability to lead diverse teams, manage schedules, and deliver performance under pressure.

Cultural Fit

- **Alignment with Company Values:** Passion for hospitality, commitment to quality service, and alignment with GoPizza's innovative, customer-first culture.
- **Work Ethics and Attitude:** Reliability, punctuality, and a positive attitude toward customer engagement and teamwork.

Growth Potential

- **Learning Ability:** Willingness to learn new processes, adapt to digital ordering platforms, and quickly upskill in changing operational contexts.
- **Career Aspirations:** Candidates who demonstrate ambition to grow into supervisory or managerial roles are given preference, reflecting GoPizza's focus on internal mobility.

References and Background Checks

- **Professional References:** Previous employer feedback on customer service, performance, and team collaboration.
- **Background Checks:** Conducted where required to ensure trustworthiness, particularly in roles handling cash or inventory.

Job-Specific Factors

- **Role-Specific Requirements:** For store crew, stamina and multitasking skills are crucial; for managers, budgeting and leadership are key.
- **Performance in Assessments:** Store-level staff may undergo practical service simulations, while managers may face situational case studies.

External Market Factors

- **Labor Market Conditions:** High turnover in QSR roles means GoPizza must remain competitive in wages and work culture.
- **Economic Factors:** Expansion and hiring capacity may fluctuate with consumer demand and broader economic conditions.

Approaches to Decision-Making in Employee Selection at Gopizza

- **Individual Decision-Making:** Store managers often make final hiring calls for crew members, ensuring

speed and efficiency.

- **Group Decision-Making:** Managerial hires involve HR, operations leadership, and interview panels to balance perspectives.

Integration of Approaches

GoPizza frequently uses hybrid models, where HR conducts initial screening, and final decisions are made after joint discussions between hiring managers and leadership. This approach balances efficiency with fairness.

Decision-Making Criteria

- **Objective Criteria:** Skills, experience, and service aptitude remain the primary measurable factors.
- **Subjective Criteria:** Cultural fit, attitude, and customer-first mindset are equally weighed, particularly in frontline roles.

Continuous Improvement

Feedback loops are created through post-hiring performance reviews and candidate feedback. This iterative approach helps GoPizza refine its selection criteria and interview processes over time.

Hierarchy Involved in the Selection Decision at Gopizza

- **Senior Leadership:** Defines hiring strategy and approves recruitment for critical positions.
- **Human Resources Department:** Manages recruitment, screening, interviews, and compliance with policies.
- **Hiring Managers:** Decide on role-specific requirements and make final hiring decisions for their teams.
- **Interview Panels:** For key roles, cross-functional panels assess cultural fit, leadership, and situational responses.
- **Recruitment Teams/Consultants:** External partners may be engaged for mass hiring during expansion or store openings.

Decision-Making Authority

Final hiring decisions for store-level roles typically rest with the store manager, while for managerial and office roles, decisions are escalated to HR heads or operations leadership.

Collaboration and Communication

HR and operations maintain constant coordination through structured interview debriefs and candidate evaluations. Feedback loops ensure alignment with organizational needs and culture.

Training and Development

GoPizza ensures that all decision-makers undergo training in interviewing, bias reduction, and cultural fit assessment. Continuous learning modules are integrated into HR practices to improve selection decisions.

CHAPTER 5: EMPLOYEE ENGAGEMENT

Employee engagement at GoPizza is grounded in the belief that a motivated workforce directly translates into better customer service and organizational success. Engagement initiatives are not occasional activities but recurring practices that foster recognition, collaboration, and a sense of belonging. These practices are tailored

to different levels of the organization—store employees, managers, and office staff—ensuring consistency and inclusivity. The engagement model is designed not only to acknowledge contributions but also to create opportunities for employees to bond, share experiences, and grow together.

Store-Level Engagement

The pace of work in a store is high, yet GoPizza ensures employees regularly experience moments of appreciation and joy. Engagement activities are structured into cycles:

- **Every three months:** Recognition sessions celebrate the contributions of individuals and teams, reinforcing the value of their daily efforts.
- **Every six months:** Larger engagement events are conducted, including rewards, games, and team activities. These create a break from routine, strengthen camaraderie, and boost morale.

This cycle of recognition and celebration maintains high energy levels, reduces monotony, and promotes stronger team bonds at the store level. Importantly, these events give employees the chance to feel seen and valued beyond daily operational demands, which increases motivation and long-term commitment.

Managerial Engagement

Managers hold critical responsibility for operational excellence and people leadership. GoPizza emphasizes recognition and informal bonding for this group through structured engagement:

- Every three months: Managers participate in lunch sessions combined with rewards and recognition, where their contributions are acknowledged.
- Every six months: Another round of lunches and recognition activities takes place, reinforcing appreciation and sustaining leadership motivation.

By blending recognition with personal interaction, these initiatives help managers feel valued while aligning them closely with organizational goals. The consistency of these programs also ensures that managers are engaged not only as leaders but also as individuals who contribute to GoPizza's long-term vision.

Office Engagement – People Labs

For corporate employees, GoPizza conducts People Labs (PLabs) as engagement platforms. These sessions encourage open dialogue, idea-sharing, and cross-team collaboration. Employees are provided with the opportunity to express opinions, contribute suggestions, and engage with colleagues beyond day-to-day operations. PLabs not only drive innovation but also foster inclusivity and a culture of openness in the office environment. They serve as a bridge between employee voices and organizational decision-making, helping the company adapt continuously to evolving workforce needs.

Engagement Rhythm at GoPizza

Store Employees	3 months	Recognition sessions
	6 months	Rewards, fun games, team events
Managers	3 months	Lunch + Rewards & Recognition
	6 months	Lunch + Extended Recognition

This rhythm ensures engagement is structured, predictable, and inclusive, reaching every employee regardless of role or level.

CONCLUSION

Employee engagement at GoPizza is designed as a continuous journey rather than a one-time activity. Through recognition events, team bonding exercises, leadership-focused lunches, and collaborative People Labs, the company fosters motivation, belonging, and cultural alignment. These initiatives enhance job satisfaction, reduce attrition, and create a workplace where employees feel proud to contribute. Ultimately, GoPizza's engagement framework strengthens both employee well-being and organizational performance, reinforcing its position as a fast-paced brand that values its people as much as its customers.

CHAPTER 6: RETENTION

Introduction to Employee Retention

Employee retention at GoPizza emphasizes the importance of creating a workplace where employees feel valued, supported, and motivated to remain with the organization. In the fast-paced Quick Service Restaurant (QSR) industry, high turnover is a well-known challenge. GoPizza recognizes that reducing attrition strengthens customer service, improves operational consistency, and reduces the costs associated with continuous recruitment and training. The company's approach to retention integrates fair compensation, opportunities for growth, and a culture of recognition, all of which ensure that employees remain loyal and engaged.

Key Aspects of Employee Retention at GoPizza

Retention at GoPizza is rooted in providing competitive compensation and benefits that attract and secure talent in the highly competitive food and beverage industry. Career development opportunities are offered through structured training programs, certification in food safety, and clear progression paths from entry-level crew to managerial positions. Work-life balance is ensured through shift scheduling and flexibility in rosters, which allow employees to manage personal and professional commitments. A positive work environment built on respect, inclusion, and collaboration creates a culture of belonging, while recognition and appreciation are consistently reinforced through store-level awards, performance bonuses, and team celebrations.

Retention As a Critical Issue

The QSR sector is known for its challenges in maintaining long-term employee loyalty. At GoPizza, turnover is treated as a strategic concern because every departure disrupts service delivery and increases pressure on existing staff. Beyond the direct costs of recruitment and training, attrition also affects team morale and customer experience. For this reason, retention strategies are seen as central to operational stability and brand success, helping the company reduce disruptions and build stronger bonds with its workforce.

The Cost of Turnover

The cost of employee turnover at GoPizza extends beyond recruitment expenses. Transition periods result in reduced productivity and higher workloads for existing staff, leading to fatigue and lower morale. Customers may also experience inconsistent service when new employees are still learning, which can impact satisfaction and loyalty. By prioritizing retention, GoPizza safeguards efficiency, protects its customer base, and maintains smooth store operations.

The War for Talent

Competition for skilled service workers has intensified with the growth of global food brands and food-tech platforms. Employees with strong customer service or operational skills are highly sought after. GoPizza understands that in order to win this competition, it must not only recruit talent but also invest in keeping employees motivated and engaged. Providing visible career growth, recognition, and a culture of belonging are all central to retaining its best people.

Organizational Culture and Employee Loyalty

A defining strength of GoPizza's retention strategy is its culture. The organization emphasizes teamwork, customer-first service, and transparent communication. When employees feel proud of the brand and aligned with its values, their loyalty deepens. A culture of recognition and respect ensures that employees experience both professional fulfillment and personal belonging, reducing the temptation to seek opportunities elsewhere.

The Function of Leadership

Leaders and managers at GoPizza play an essential role in shaping employee experiences. Store managers, in particular, act as mentors who provide guidance, motivation, and support. Leadership practices that emphasize openness, appreciation, and employee development encourage loyalty. Employees who feel that their managers invest in their growth and well-being are far more likely to remain committed to the organization.

Career Development and Growth Opportunities

GoPizza places strong emphasis on career growth as a core driver of retention. Employees are offered structured training in both technical skills, such as kitchen operations and customer handling, and soft skills, such as teamwork and communication. Internal promotions from store staff to supervisory and managerial positions provide a clear path for growth, while certifications add long-term value to employees' careers. By providing visible opportunities, GoPizza assures employees that they can build their future within the company.

Work-Life Balance and Flexibility

Flexible schedules are a cornerstone of retention at GoPizza. The company recognizes the importance of balancing personal and professional responsibilities in a high-energy industry. Shift planning, leave policies, and workload adjustments during peak seasons allow employees to maintain balance and reduce stress. A supportive work environment ensures that employees can thrive without compromising their personal lives.

Employee Retention at Gopizza

Retention at GoPizza is achieved through a combination of competitive compensation, structured recognition programs, employee engagement activities, and wellness initiatives. Regular team bonding events, recognition ceremonies, and office-level People Labs create a sense of belonging and community. These efforts not only reduce turnover but also help employees feel proud of their role in GoPizza's success.

Techniques For Retention at Gopizza

GoPizza employs a comprehensive approach to retention. Fair wages, performance incentives, and health benefits ensure financial stability for employees. Recognition is embedded in the culture, with appreciation expressed through both formal awards and informal acknowledgments. Professional development is prioritized through cross-training and leadership development programs that prepare employees for higher roles. Work-life balance is supported through flexible rostering and rest days, while a positive organizational culture is built through teamwork, celebrations, and inclusivity. Employees are encouraged to share their ideas and feedback openly, reinforcing a sense of involvement and responsibility. Career advancement opportunities are clearly defined, ensuring that every employee sees a future within the company.

Career Planning at Gopizza

Career planning at GoPizza connects employee aspirations with the company's long-term objectives. Individual development plans guide employees in mapping their career journeys, supported by regular training and mentorship. Skills assessments and training needs analyses ensure employees build capabilities aligned with store and business requirements. Job rotation and cross-training provide exposure to multiple functions, while structured performance reviews link employee achievements with career progression.

Continuous learning is embedded in the culture, offering employees opportunities to grow at every stage of their journey.

Succession Planning at GoPizza

Succession planning at GoPizza ensures continuity of leadership in critical roles such as store managers, shift leaders, and office coordinators. Talent assessment during reviews helps identify high-potential employees, who are then prepared for greater responsibilities through coaching and mentoring. Succession pools are built to provide a steady pipeline of leaders ready to step into key positions. Leadership development initiatives and knowledge transfer practices, such as shadowing, ensure that expertise is passed on smoothly. The process is reviewed regularly and communicated transparently, reinforcing GoPizza's commitment to employee growth and stability.

Work-Life Balance at GoPizza

Balancing personal and professional life is a top priority at GoPizza. The company offers flexible scheduling and paid time-off policies to support employee well-being. Wellness programs, such as health check-ups and stress management initiatives, further reinforce a healthy lifestyle. Remote work options are extended to eligible corporate roles, while family-friendly policies support parental responsibilities. Clear communication of expectations and workload management ensures employees avoid burnout, allowing them to perform at their best while maintaining balance in their personal lives.

Employee Empowerment at GoPizza

Employee empowerment at GoPizza is based on granting autonomy, resources, and opportunities for innovation. Employees are trusted to make decisions within their roles, particularly in high-pressure service environments where quick thinking is vital. Access to tools, training, and technology ensures employees are equipped to succeed. A culture of openness encourages employees to share feedback and suggestions, while supportive

leadership fosters creativity and risk-taking. Employees are also motivated to explore new ways of improving processes, ensuring innovation at the store level. This sense of empowerment creates higher satisfaction, deeper engagement, and stronger loyalty, all of which contribute to GoPizza's success.

FINDINGS AND SUGGESTIONS

Findings

The research on recruitment, selection, employee engagement, and retention at GoPizza highlights several key observations.

- **Recruitment and Selection:** The recruitment process is streamlined, especially for store-level positions where referrals and quick placements meet urgent manpower needs. However, initial screening is largely manual, making it both time-consuming and subject to bias. While interviews effectively assess both technical and behavioral competencies, the absence of psychometric or skill-based assessments limits deeper evaluation of cultural fit.
- **Onboarding and Training:** GoPizza's structured orientation, technical training, and role familiarization ensure that employees are prepared for their responsibilities. Engagement activities during onboarding foster a sense of belonging, but the process could benefit from additional digital support tools and more personalized learning pathways.
- **Employee Engagement:** At the store level, recognition events every three and six months keep morale high, while managers benefit from structured recognition lunches. Office employees participate in People Labs, which promote collaboration and openness. However, engagement activities are relatively uniform and may

not fully reflect the diverse interests and demographics of the workforce.

- **Employee Retention:** GoPizza has demonstrated success in retaining employees through career growth opportunities, recognition systems, and training. Nonetheless, clarity on long-term career progression and internal mobility remains limited. Flexibility in scheduling and enhanced work-life balance initiatives are areas for improvement.
- **Leadership and Empowerment:** Managers play a strong role in employee guidance and recognition, yet leadership development lacks a structured program. While employees are encouraged to share ideas during People Labs, the overall feedback system could be more robust, with more frequent and anonymous channels.

Overall, the findings indicate that GoPizza has built a solid foundation in HR practices but requires enhancements in technology adoption, leadership development, career transparency, and engagement diversity.

Suggestions

Based on the findings, the following recommendations are proposed to strengthen HR practices at GoPizza:

- **Adopt Technology in Recruitment:** Implement AI-driven screening tools and Applicant Tracking Systems (ATS) to improve efficiency, reduce bias, and generate workforce planning insights.
- **Enhance Assessment Methods:** Incorporate psychometric tests and role-specific skill assessments to improve candidate evaluation and ensure cultural alignment.
- **Diversify Engagement Activities:** Expand beyond recognition and team-building to include wellness programs, volunteering, fitness challenges, and digital engagement formats that appeal to different employee groups.
- **Clarify Career Pathways:** Communicate transparent promotion tracks, internal mobility opportunities, and succession plans to strengthen employee loyalty and reduce turnover.
- **Invest in Leadership Development:** Introduce structured coaching, mentoring, and leadership training programs to prepare store managers and high-potential employees for future roles.
- **Strengthen Feedback Mechanisms:** Develop regular pulse surveys, anonymous feedback platforms, and structured forums to ensure employees feel heard and valued.
- **Promote Work-Life Balance:** Provide more flexible scheduling options, part-time arrangements, and employee wellness support to meet the growing demand for balance in the QSR workforce.

By adopting these measures, GoPizza can enhance its position as a fast-growing brand and an employer of choice, ensuring sustainable growth through an engaged, motivated, and loyal workforce.

CONCLUSION

Therefore, regarding the aspects of recruitment, selection, engagement, and retention that can be applied to GoPizza, it is clear that the company has developed effective and evolving practices in managing its human capital. This is evident through structured recruitment processes, a well-defined onboarding system, and continuous engagement initiatives at the store, managerial, and corporate levels. GoPizza's management demonstrates its commitment by adopting innovative methods to attract talent, creating supportive training frameworks, and building retention strategies that align with both organizational goals and employee aspirations.

The findings of this research establish that while GoPizza has laid a strong foundation for HR policies, there remains scope for further enhancement. The use of advanced screening technologies and digital tools could strengthen the recruitment process, reducing bias and improving efficiency. Similarly, engagement activities could be diversified to better match the varied preferences of employees, thereby improving inclusivity and satisfaction. Clearer career progression pathways and structured leadership development programs will also be critical in increasing loyalty and reducing attrition.

Retention strategies, such as flexible scheduling, recognition programs, and succession planning, must continue to evolve in line with employee expectations and industry demands. By embracing these practices, GoPizza will be better positioned to sustain motivation, minimize turnover, and nurture a loyal workforce that drives operational excellence.

Even simple measures such as frequent communication, transparent feedback systems, and recognition of employee contributions are evidence that GoPizza values its people and views them as the foundation of its success. Looking ahead, strengthening empowerment opportunities, enhancing leadership capabilities, and deepening investment in employee development will be vital. Succession planning, in particular, is essential to ensuring continuity and long-term stability within the organization.

Ultimately, by strategically combining technology, engagement, and talent development, GoPizza can foster a motivated and future-ready workforce. This will not only improve employee satisfaction and organizational culture but also reinforce GoPizza's market position as a dynamic, people-centric brand in the fast-paced food service industry.

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A Project Based Learning is an opportunity in a management student's career where he/she can acquire invaluable knowledge as to how an organization actually functions and the process of the work. The satisfaction that accompanies the successful completion of any task would be incomplete without mentioning the people who made it possible, whose able consistent guidance and encouragement crowned my efforts with success.

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Name of the Student: Harshitha N USN NO: 1DS23BA037

DEPARTMENT OF MANAGEMENT STUDIES

Certificate

This is to certify that the Project Based Learning Report as part of **Recruitment, Engagement & Retention 22MBAHR42 in Human Resources** elective is a bonafide work carried out by **Harshitha N 1DS23BA037**, in partial fulfillment for the 4th semester of Master of Business Administration at Department of Management

Studies, Dayananda Sagar College of Engineering affiliated to Visvesvaraya Technological University, Belgaum during the year 2024-2025. The Project based Learning Report report has been approved as it satisfies the academic requirements prescribed for the Master of Business Administration.

Signature of Faculty

[Dr. Shreevamshi Naveen]

Signature of HOD

[Dr. K G Hemalatha]

DECLARATION

I **Harshitha N**, bearing **USN 1DS23BA037** hereby declare that the Project Based Learning Report on the Course **Recruitment Engagement and Retention** and Course **Code:22MBAHR42** is prepared and submitted to Department of Management Studies, DSCE, affiliated to Visvesvaraya Technological University, Belgaum in Partial fulfilment of the MBA program in the semester IV (batch 2023-2025) by me, under the guidance of **Dr Shreevamshi Naveen**, Department of Management Studies, DSCE.

I confirm that this report truly represents my work undertaken as a part of my MBA Project Based Learning. This work is not a replication of work done previously by any other person.

I also confirm that the contents of the report have not been submitted earlier to any other Institute for any degree or diploma.

Date:

Student Name: Harshitha N

Place: BANGALORE

USN:1DS23BA037

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