# Closing the Gap: Shaping Employee Perceptions at HUGO BOSS

HUGO BOSS Competitor Analysis

Strategy and Performance Management
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Objective

Analyze key factors influencing employee turnover at HUGO BOSS to enhance retention strategies by identifying trends and modeling significant predictors
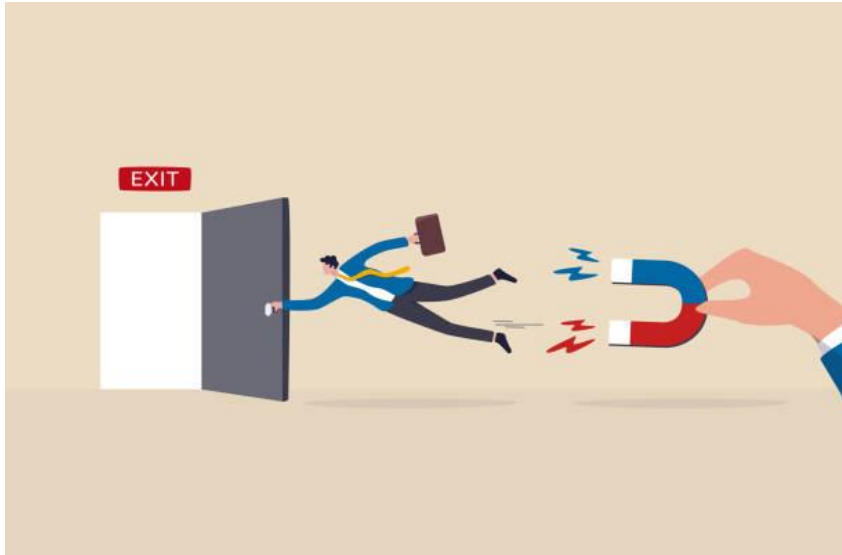
Data Sources

Employee reviews and ratings on various aspects of workplace culture, leadership, and compensation.

Insights on talent distribution, employee demographics, attrition rates, and workforce trends in the fashion industry


Web data scraping

Job postings data collected from career websites of hugo boss and key competitors (LVMH, Adidas, Ralph Lauren, Porsche) to analyze job description and employee benefits.
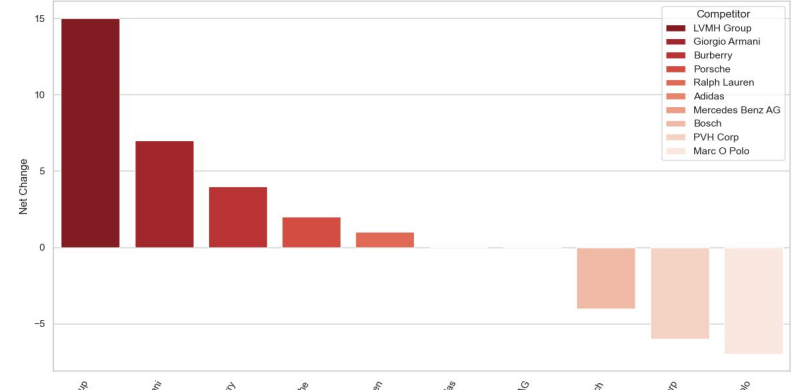
Navigating Attrition Challenges: Competitor Analysis for HUGO BOSS

- Summary of review metrics and comparison with key competitors including LVMH, Porsche, Ralph Lauren and others.
- HUGO BOSS scores higher in certain categories but still experiences significant attrition.

Company Ranking: total_score
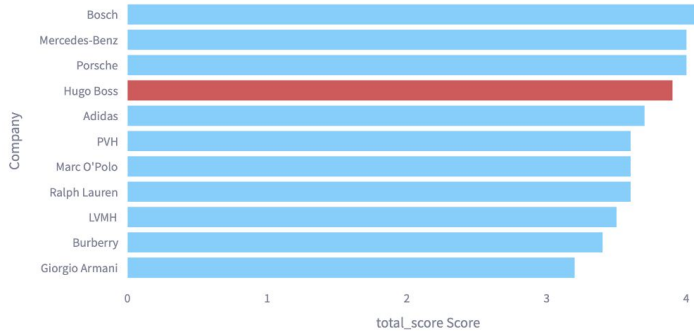
Net Change of Employees Leaving HUGO BOSS

Data Source: Company Ranking Atmosphere - Kununu
Employee Attrition - LinkedIn Talent Sight

Comparative Analysis of Logistic Regression Model Fit: HUGO BOSS vs. Competitors

- Both models are **statistically significant** (LLR p-value < 0.05).
- **HUGO BOSS model** has a **better fit** (Pseudo R-Squared: 0.7505 vs. 0.7281).
- **Predictors explain employee recommendation** more effectively for HUGO BOSS.

	Metric	All Companies	Hugo BOSS
1	Pseudo R-Squared	0.7281	0.7505
2	Log-Likelihood	-567.96	-51.202
3	LLR p-value	0.000 (significant)	5.016e-58 (significant)

Employee Retention Predictors: HUGO BOSS vs. Competitors

	Predictor	Significance (All Companies)	Significance (Hugo Boss)
1	Atmosphere	Significant	Significant
2	Communication	Significant	Not Significant
3	Leadership	Significant	Not Significant
4	Salary	Significant	Not Significant
5	Career Opportunities	Significant	Not Significant
6	Work-Life Balance	Significant	Significant
7	Tasks	Significant	Not Significant
8	Equality	Not Significant	Not Significant
9	Environment	Not Significant	Not Significant
10	Teamwork	Not Significant	Not Significant
11	Work Conditions	Not Significant	Significant
12	Old Colleagues	Not Significant	Not Significant
13	Image	Significant	Not Significant

Comparison of Logistic Regression Coefficients – Hugo Boss vs. Competitors

Comparison of Logistic Regression Coefficients: Hugo Boss vs Overall
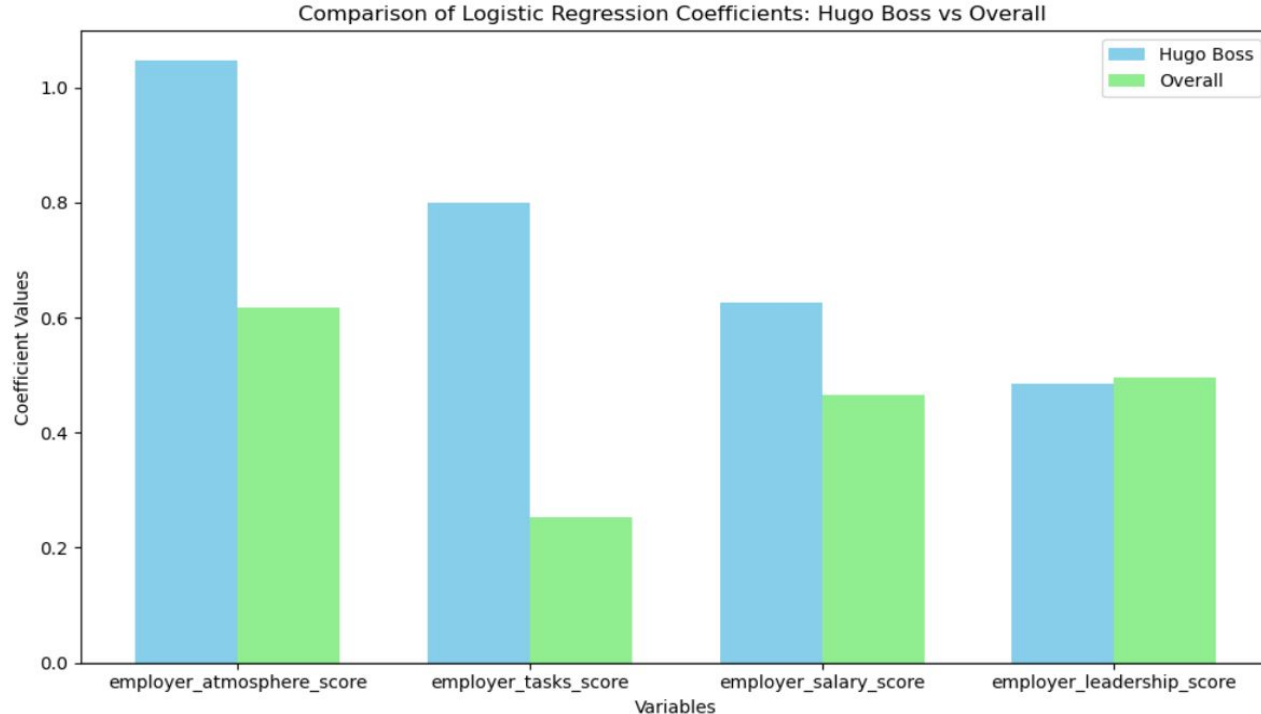
Takeaway & Insights

- Hugo Boss employees place higher importance on Atmosphere, Tasks, Salary compared to the overall data. These factors are crucial drivers of employment recommendations at Hugo Boss.

- Focusing on improving atmosphere, task designing and salary satisfaction could significantly boost employee recommendations for Hugo Boss.

Key Strengths: Hugo BOSS vs. Competitors

	company_group	employer_atmosphere_score
0	Porsche	4.137931
1	Hugo Boss	4.018277
2	Adidas	3.725389
3	Ralph Lauren	3.681818
4	LVMH	3.521739

	company_group	employer_tasks_score
0	Hugo Boss	4.130548
1	Porsche	4.124695
2	Ralph Lauren	3.727273
3	LVMH	3.710145
4	Adidas	3.692573

Positioning: HUGO BOSS is a premium brand competing with high-end fashion leaders like Porsche, Adidas, Ralph Lauren, and LVMH.

Strengths: Porsche excels in employer atmosphere and task scores, while HUGO BOSS shows strong performance in meaningful work.

Addressing Salary Perception Gaps to Enhance Talent Attraction for HUGO BOSS

	company_group	employer_salary_score
0	Porsche	4.021247
1	Adidas	3.606218
2	Hugo Boss	3.592689
3	Ralph Lauren	3.500000
4	LVMH	3.000000

- **Weaknesses: HUGO BOSS struggles with salary perceptions** compared to Porsche and Adidas, impacting talent attraction.

- There is a **mismatch between the importance of salary** for HUGO BOSS employees and the company's actual performance in salary satisfaction.

- **Salary is a stronger driver** for HUGO BOSS employees than for the broader industry, but the company still **falls behind top competitors** in delivering salary satisfaction.

Review Analysis

Step 1: **Topic Modelling**
- Recognize the main topics employees are concerned about

Method: BERTopic

Topics:
- Working Hours & Overtime
- Team Cohesion
- Young vs. Senior Colleagues
- Gender in Leadership
- Leadership Competence
- Salary

```
    Topic  Count                                          Name  \
0      -1  13971                   -1_man_die_und_mitarbeiter
1       0   1106           0_überstunden_arbeitszeiten_stunden_woche
2       1   1046        1_team_teams_zusammenhalt_teamzusammenhalt
3       2    818                  2_ältere_älteren_kollegen_alter
4       3    720                     3_bosch_robert_gmbh_werte
5       4    585           4_frauen_männer_frau_führungspositionen
6       5    533            5_büros_großraumbüros_büro_ausstattung
7       6    490  6_führungskräfte_führung_führungskraft_vorgese...
8       7    476                 7_porsche_ag_leipzig_consulting
9       8    359        8_kollegen_nette_zusammenhalt_hilfsbereite
10      9    286       9_gehalt_gehälter_gehaltserhöhung_bezahlung
```

Step 2: **Sentimental Analysis**

- Evaluate employee satisfaction across different topics

Method: DistilBERT

review_en	sentiment	topic_name
High pressure on employees. Managers without leadership skills.	0	Leadership Competence
When you're older than 45 you have nothing to laugh about	0	Young vs. Senior Colleagues
Great team and really careful colleagues.	1	Team Cohesion
Great buildings and flexible working hours	1	Working Hours & Overtime
Men earn more than women, with equal qualifications, few women in higher positions, which, in my opinion, is not conducive.	0	Gender in Leadership
Salaries are usually low. Remuneration is very intransparent. Talents usually go after a few years.	0	Salary

Positive Rate by Topic for Hugo Boss
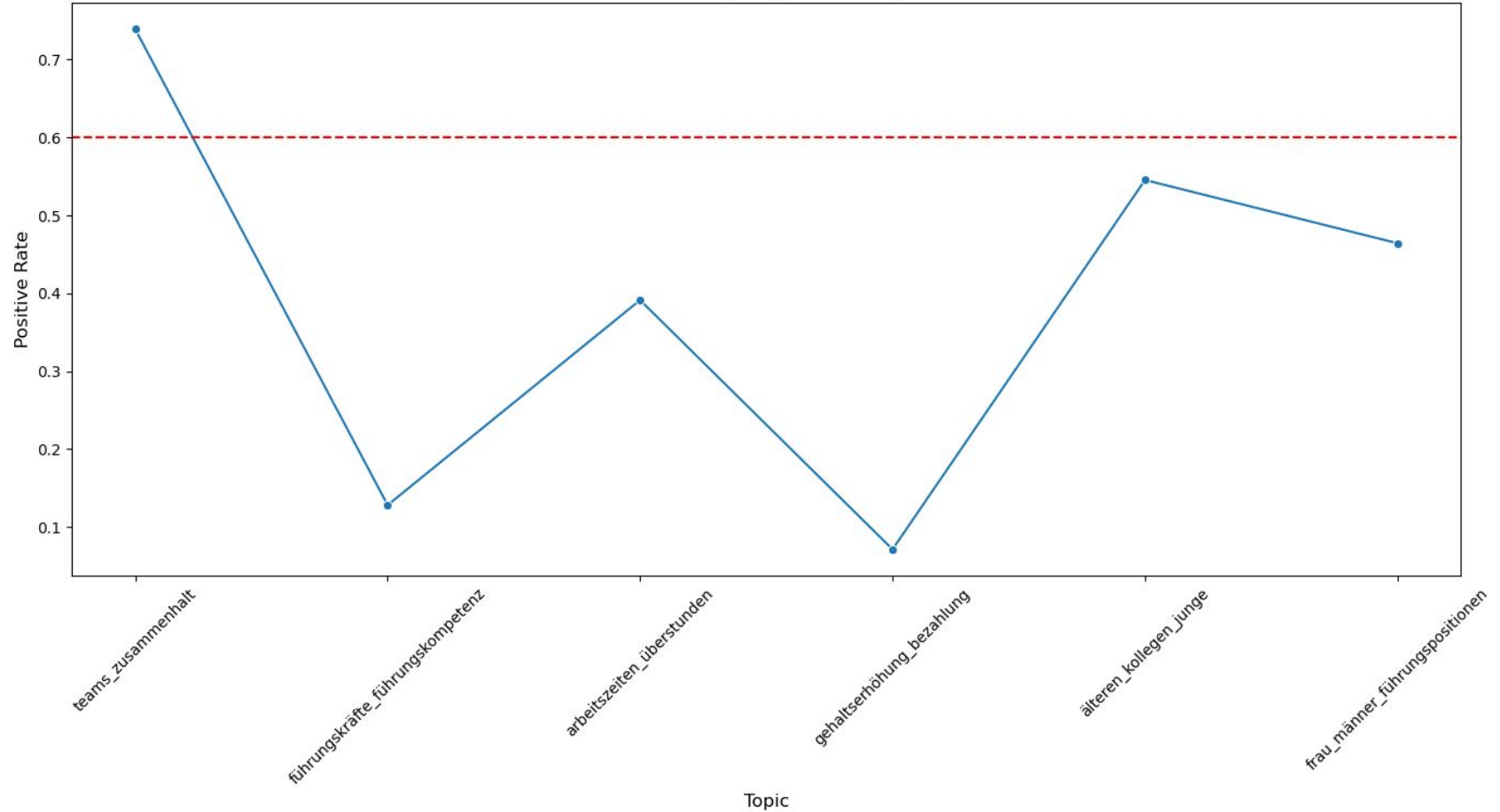
Positive Rate by Topic and Company

14
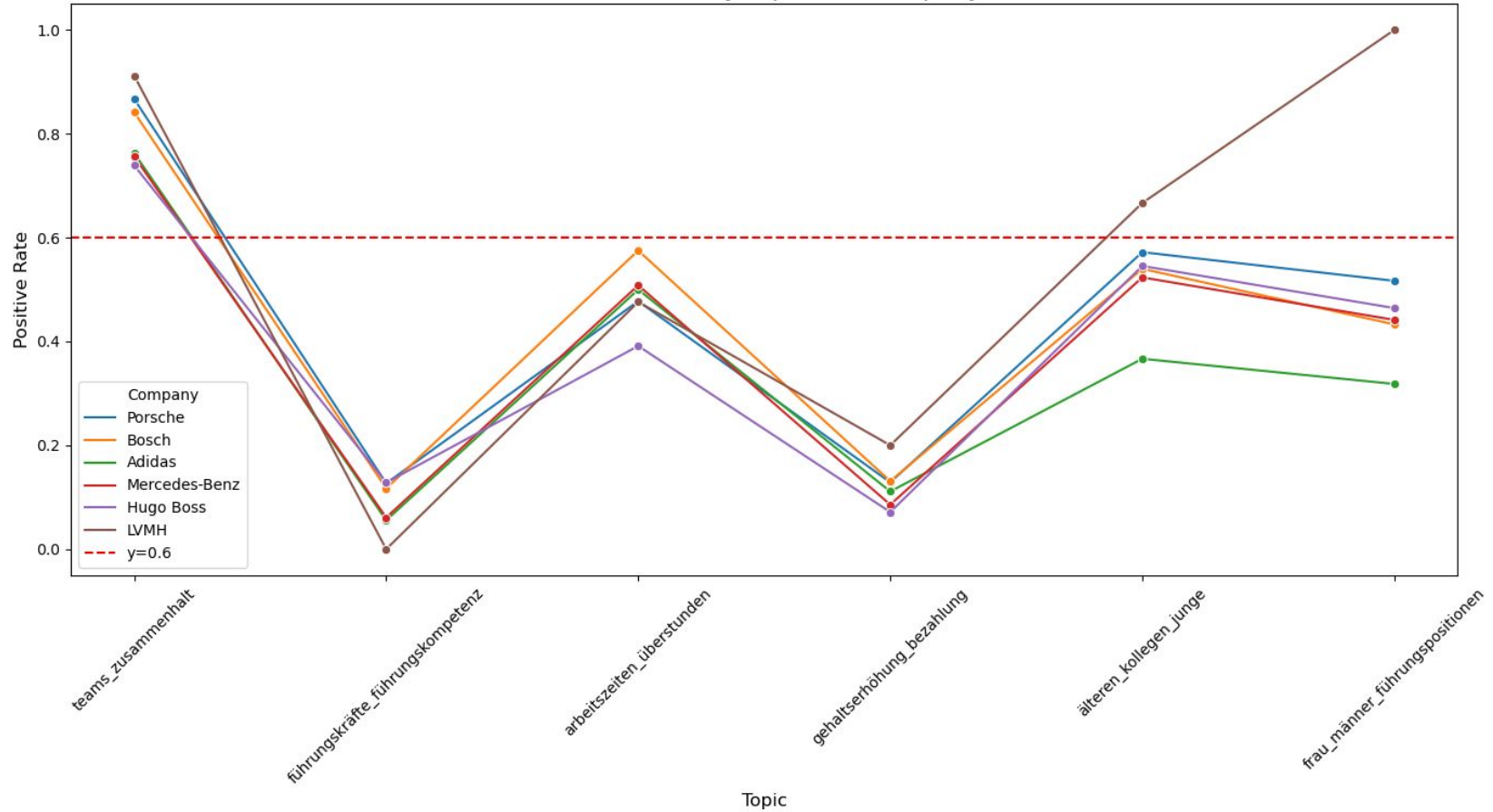
Extend Data by Web scraping

Extracted detailed job data in Germany from the career websites of Hugo Boss, LVMH, Adidas, Porsche, and Ralph Lauren through extensive web scraping to support competitive analysis and decision-making.

Web Scraping Techniques:

- Implemented automated extraction using Selenium and HTML parsing.
- Handled dynamic elements and AJAX-based content loading for accurate data collection.
- Directly accessed and manipulated HTML code to extract necessary information.
- Compiled data into structured reports and CSV files.

Job Posting Benefit Analysis: Competitor Comparison

Comparison of Job Benefits Across Companies
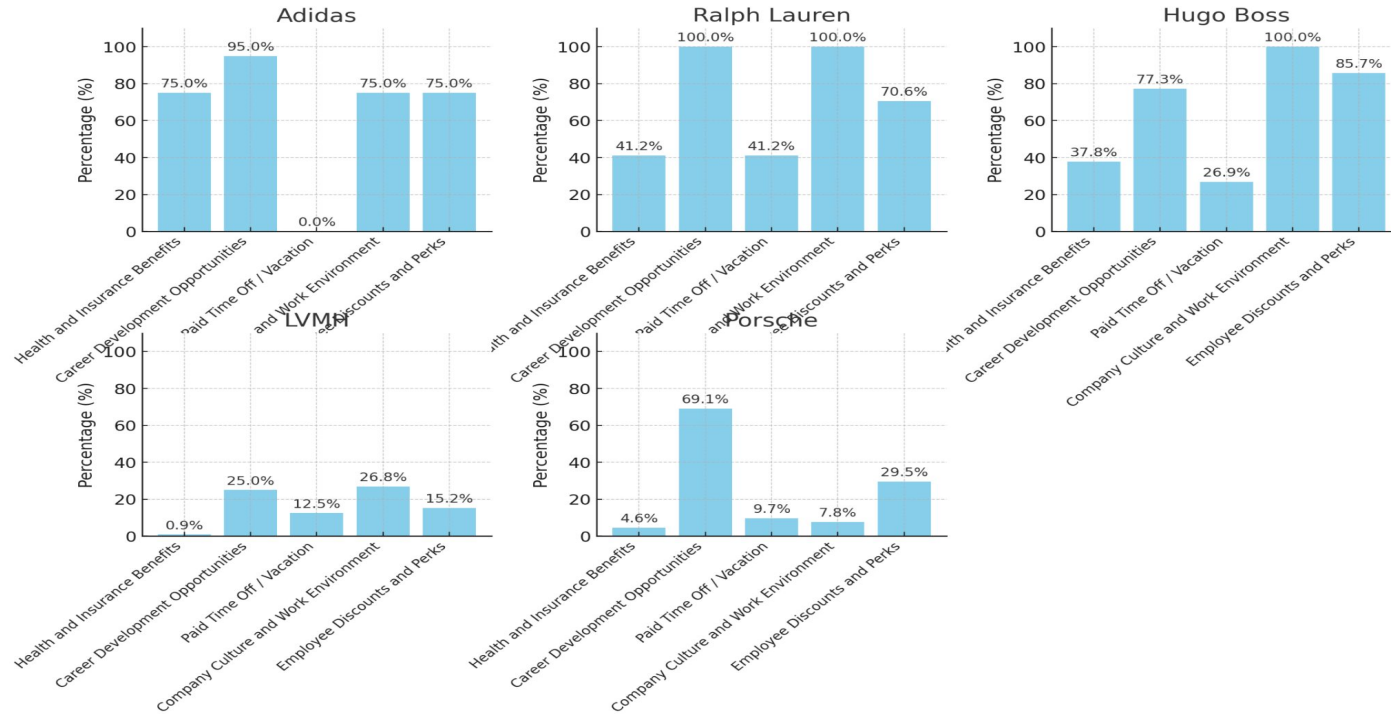
Key Takeaways

- **HUGO BOSS Strengths:**
  - Strong in **company culture and work environment** benefits (100%).
  - Competitive in **employee discounts and perks** (85.7%)

- **Competitor Insights:**
  - **Ralph Lauren** leads in offering a comprehensive benefits package.
  - **Porsche** and **LVMH** show lower coverage in most categories.

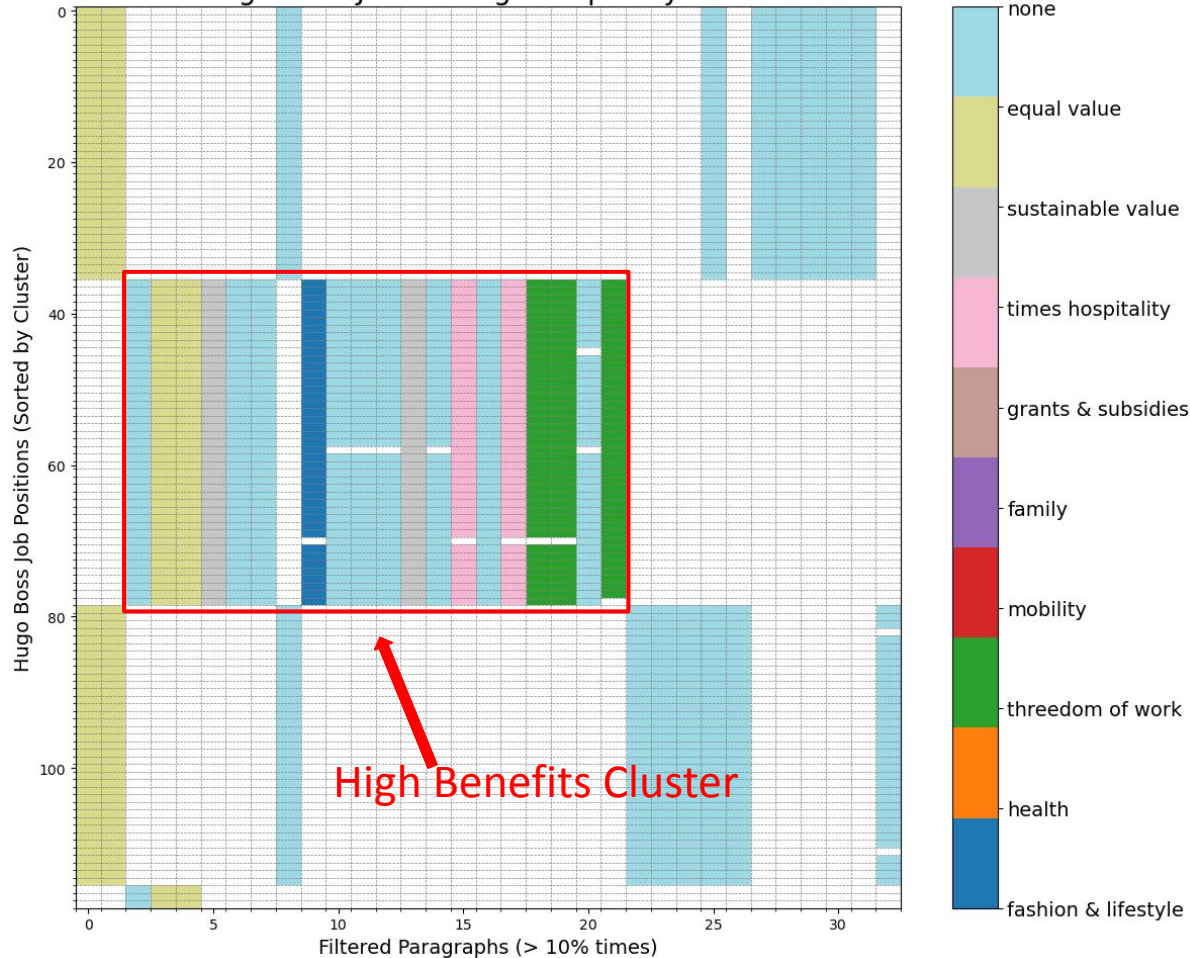# NLP Analysis with the Job Posting Data

Step 1: Get the paragraph from the Job Description.

Step 2: Classificate the paragraph with the Benefit Core Value, which showed in the Official Career Website.

Step 3: With the Core Value to Cluster the Job Positions

Step 4: With paragraph frequency and K-means Cluster analysis the Employee Benefit in the Job Postings.
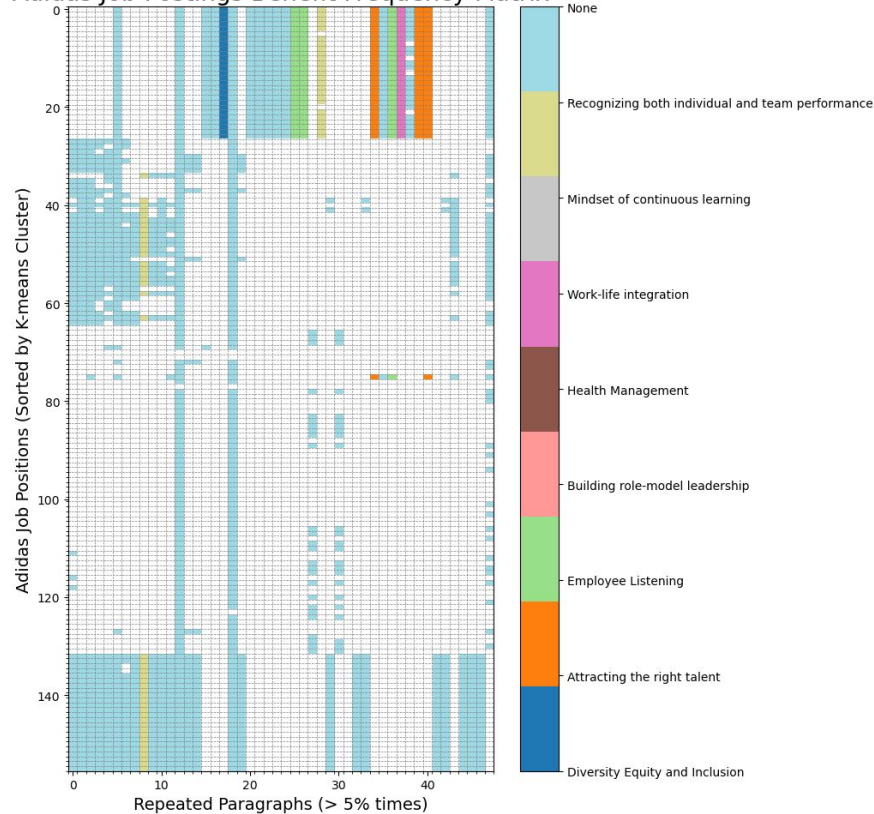
Hugo Boss Job Postings Frequency Matrix

Legend: none, equal value, sustainable value, times hospitality, grants & subsidies, family, mobility, threedom of work, health, fashion & lifestyle

High Benefits Cluster

Analysis Result

- Not all core value are presented in the Job Postings

- By Cluster result shows that only 33.3% Job Postings have the benefits packages

- No high correlated have been found between Job Positions in the high benefits Cluster

Analyzing Benefit Emphasis:
Frequency Matrix of Job Postings for Adidas and LVMH

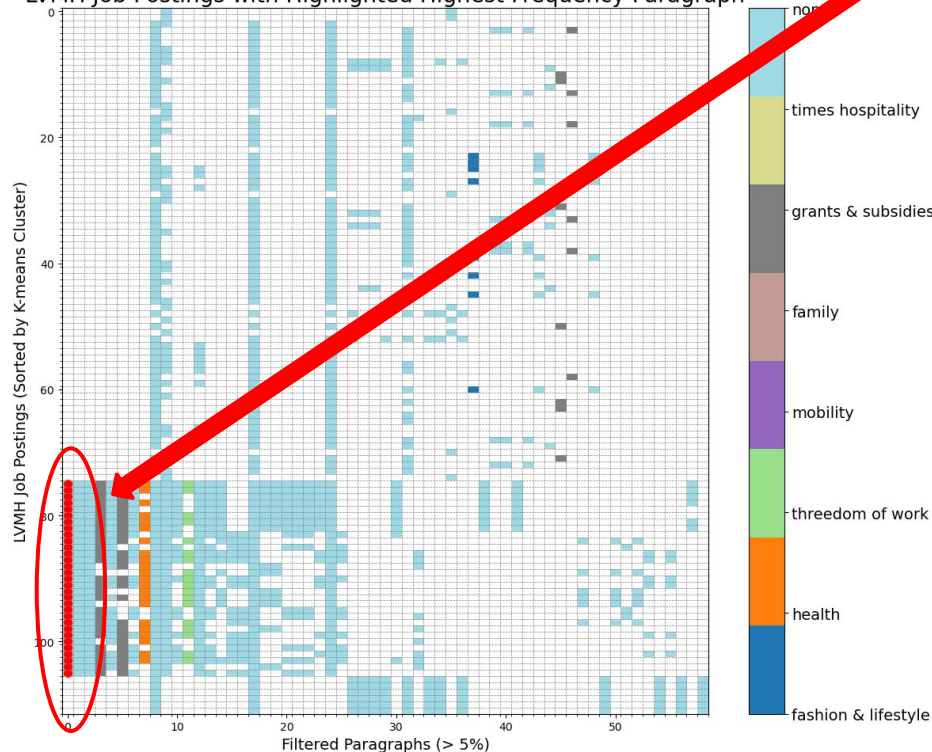Adidas Job Postings Benefit Frequency Matrix

LVMH Job Postings Frequency Matrix
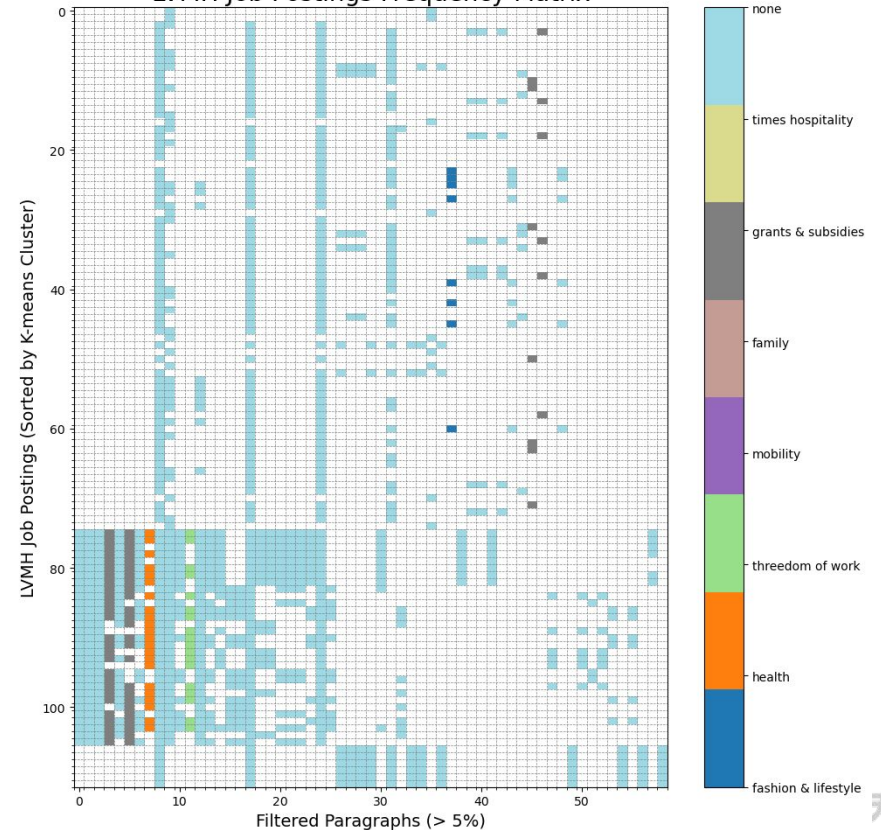
Deep Mining in LVMH

LVMH Job Postings with Highlighted Highest Frequency Paragraph

Paragraph	Frequency (%)
an attractive salary eine attraktive Vergütung	27.192982
Gemeinsam mit dir möchten wir an deinem indivi...	27.192982
Wir freuen uns auf dich, wenn du	23.684211
Weiterbildung & Flächentrainings	23.684211
Dich erwarten ...	22.807018
Personalrabatte & Fitnessangebot	21.052632
Entfalte deine Kreativität, deine ansteckende ...	21.052632

Outside of the core values, LVMH offers a unique benefit package with salary details presented in the job postings.

Job Title correlated in Salary Benefit by LVMH

Use the word frequency analysis the Job Title from
the Salary Benefit Cluster

'Make Up Artist (m/w/x) SulzbachSephoraReference: 237771',
'Make Up Artist (m/w/x) OberhausenSephoraReference: 254360',
'Beauty Consultant (m/w/x) OberhausenSephoraReference: 230557',
'Beauty Consultant (m/w/x) LeipzigSephoraReference: 245458',
'Beauty Consultant (m/w/x) DortmundSephoraReference: 241358',
'Beauty Consultant (m/w/) FrankfurtSephoraReference: 226386',
'Beauty Consultant (m/w/x) KölnSephoraReference: 227091',
'Beauty Consultant (m/w/x) Berlin SteglitzSephoraReference: 241840',
'Beauty Consultant (m/w/x) MünchenSephoraReference: 229008',
'Assistant Store Manager (m/w/x) DüsseldorfSephoraReference: 239844',
...
'Hair Care Expert (m/w/x) HamburgSephoraReference: 238668',
'Skin Care Expert (m/w/x) HamburgSephoraReference: 238667',
'Beauty Consultant (m/w/x) Berlin AlexSephoraReference: 225730',
'Assistant Corner Manager (m/w/x) Berlin SteglitzSephoraReference: 236572',

89.95% are senior Job

Word	Frequency (%)
m	100.000000
w	100.000000
x	90.322581
beauty	32.258065
consultant	32.258065
expert	19.354839
assistant	19.354839
manager	19.354839
münchensephorareference	16.129032
berlin	16.129032
up	12.903226
hamburgsephorareference	12.903226
make	12.903226
artist	12.903226

Potential Reasons for the Gap

- **Salary Structure**:Offer competitive base salaries, bonuses, or other financial incentives.

- **Communication**: There may be issues in how salary structures, bonuses, or raises are communicated to employees.

- **Regional or Industry Differences**: The salary expectations in the fashion and retail industry (Hugo Boss's sector) may differ from other sectors like automotive (Porsche).

Actionable Insights

a. Close the Salary Gap:

- Review Compensation Packages
- Focus on Equity and Fairness

b. Improve Salary Transparency:

- Regular Salary Reviews
- Open Communication

c. Broaden Employee Satisfaction

Improving Employee Perception and Retention through Salary Communication and Work Hour Flexibility

- Based on the review analysis, most employees of Hugo Boss have a negative impression regarding the topics of salary and leadership competence. Compared to its key competitors, Hugo Boss needs to improve in the area of working hours, either by making them more flexible or reducing overtime.

- **Recommendation:** HUGO BOSS should highlight salary more in job postings. Analysis shows that LVMH, the top destination for ex-HUGO BOSS employees, frequently emphasizes salary. Despite Kununu scores showing higher salary satisfaction at HUGO BOSS compared to LVMH, attrition and reviews indicate a disconnect. Address this by clearly communicating compensation benefits in recruitment materials.

THANK YOU