

# ***SYMPOSIUM*** ***GRH*** ***2023***

Université de Sherbrooke

## **HR MARKETING**

Presented by



***SYMPOSIUM GRH***  
***2 0 2 3***

Written by  
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***\*\*Important note: Some of the information mentioned in the following text is fictive to maintain confidentiality and make solving the academic case more interesting.\*\****

### **Menthe Rito LTD**

The story of Menthes Rito began in Trois-Rivières in 1957. Right from the start, the company distinguished itself by the exceptional quality of its products and customer service. Today, Menthes Rito is America's leading manufacturer of mints and Valentine's hearts.

In 2018, a major fire led to the total rebuilding of the factory. Despite this obstacle, the Menthes Rito factory, now equipped with state-of-the-art technology, quickly regained its leadership position, even receiving the CQI "Export Leader" award in 2019, confirming its excellence.

For over 60 years, the rich, distinctive taste of the famous peppermints has seduced the palates of young and old alike. The company maintains quality standards that exceed the most stringent in the food industry, at all levels of production. Meticulous inspections are also carried out to ensure the superior, impeccable quality of every product. The result? Delicious mints that have forged the company's reputation since 1957!

### **Mission & Values**

Menthes Rito's mission is simple: to develop and market products of unique taste and exceptional quality, working closely with the retailers, distributors and manufacturers we supply.

Menthes Rito's philosophy is focused on sustainable development. At the same time, in a constant concern for performance and efficiency, Menthes Rito employees regularly take part in training courses to keep abreast of technological advances. As part of its commitment to sustainability and environmental responsibility, Menthes Rito recycles its food waste into products for animal feed.

- **Respect:** Respect for each and every one of us, and respect for our commitments to both our employees and our customers, is paramount to us.
- **Hard work:** Giving our best, putting in the effort and energy needed to achieve our goals. Perseverance is what defines us.
- **Family:** At Menthes Rito, we're one big, beautiful family. Everyone is committed to the company's success. A real sense of belonging unites employees and managers.

By cultivating these fundamental principles, Menthes Rito creates a stimulating and secure working environment for its employees. It is also thanks to these values that the company is able to promise its customers access to the best products available on the market.

## **Mint candy manufacturers**

Since its inception, Menthes Rito has built its excellent reputation on three pillars: quality, efficiency and speed. Among the many services offered by Menthes Rito, product personalization stands out thanks to a sophisticated printing process exclusive to the country. This computerized print management technology makes it possible to add a variety of messages to products at low cost.

Menthes Rito also offers a range of premium mint products, individually wrapped and personalized. In addition, the company offers a wide selection of bulk products for retail, private label and gift packaging. These bulk mints and derivatives stand out for their exceptional quality and the impressive production volume made possible by the company's high-tech facilities.

### Bulk

A vast selection of bulk products is available. Of exceptional quality, these products are intended for retail, private label and gift-wrapping applications. The various high-tech equipment used in the manufacture of traditional mints and heart-shaped candies, combined with the efficiency of its team, enable impressive production volumes. The company guarantees its customers delivery of its products within seven (7) working days of placing an order.

Products available in bulk are: spearmints, white mints (peppermint), pink mints (wintergreen), chocolate mints, aniseed mints, assorted mints, assorted mini-mints, extra-strong peppermint mints, extra-strong wintergreen mints, natural mints, striped mints, English mints, Scotch mints, traditional bagged thin mints and traditional regular mints in foil.

### Private label packaging

Menthes Rito offers an impressive variety of packaging options, including bulk, traditional bags, resealable bags, plastic containers, pocket sizes and individual packs. Once you've chosen your packaging type, it can be fully customized.

## **Working at Menthe Rito LTD**

Seeking to improve its recruitment strategy, Menthe Rito's management hired a research firm to find out how employees felt about working for the company. Interviews were conducted anonymously to ensure the results were not biased. Here are some interesting testimonials:

*"Quality is at the heart of everything we do at Menthe Rito. As Quality Manager, I am fortunate to play a key role in the manufacturing process, ensuring that our candies meet the highest standards. The commitment to excellence here is truly inspiring, and it's a pleasure to contribute to Menthe Rito's reputation for quality."*

*"As a maintenance technician at Menthe Rito, I'm constantly stimulated by the technical challenges presented by our state-of-the-art equipment. The positive atmosphere and constant support from the team make Menthe Rito a truly special place to work."*

*"The speed of technological change can sometimes pose challenges. More proactive communication about system and equipment updates would make our maintenance work easier. Also, additional resources for preventive maintenance would help avoid unplanned downtime."*

*"Although the atmosphere is generally positive, I think the company could invest more in ongoing training. Sometimes new production methods are introduced, and more in-depth training would help operators adapt more quickly."*

*"Sometimes there are gaps in communicating product or policy changes to customer service representatives. More in-depth training on frequent updates would enable us to serve our customers better and address their concerns more accurately."*

## **Current labor shortage context**

Labor shortages in the food processing industry are a growing challenge affecting many companies in the sector, making talent acquisition even more difficult. Several factors contribute to this complex situation.

Firstly, this type of industry often requires specific skills, such as knowledge of food production processes, mastery of specialized machinery, and compliance with food safety standards. Finding qualified workers with these particular skills can prove difficult.

In addition, the image of the food industry may not be as attractive to potential workers, compared to other employment sectors. Concerns about working conditions, remuneration and the perception of work in this field can influence people's choice of employment.

Competing with other industries to attract and retain talent is also an issue. Skilled workers may be attracted to sectors offering competitive advantages such as higher wages, flexible working hours, or attractive fringe benefits. Indeed, jobs in the food industry can be physically demanding and involve irregular working hours. It is therefore important to find differentiating factors to attract specialized workers.

Finally, several companies, including Menthe Rito, are introducing automated technologies to compensate for labor shortages. However, this can also create a need for workers with automation expertise to manage these new systems.

## **Mandate**

With the retirement of two excellent employees, Menthe Rito was faced with the urgent need to recruit two employees for positions essential to the smooth running of production. These include a food processing production operator and a maintenance electromechanic. Faced with this urgency, Menthe Rito's management realized that it needed to critically improve its employer brand and recruitment strategies. Job postings can be found in the appendices of this document.

Considering best practices in human resources and marketing, Menthe Rito is asking you to make recommendations on relevant strategies to be employed to improve its employer brand. You must convince the jury, made up of employer branding experts, that your recommendations will enable the company to obtain a large pool of candidates for the two positions to be filled.

More specifically, your mandate is to:

1. Establish one or more personas that accurately represent the type of talent the company would like to recruit;
2. Determine the main message of the employer branding campaign, in keeping with the company's values and mission;
3. Build a comprehensive action plan for the activation of the HR marketing campaign. (channels used, posting period, financial requirements, etc.).

It's important to mention that Menthe Rito doesn't want an integrated marketing communications plan. It is therefore not necessary to dwell on the graphic design of the material.

You have a budget of \$55,000 to implement your strategy. With the labor shortage a pressing issue for the company, you're asked to come up with a realistic strategy to start in February 2024.

# Appendices

## Appendix 1: Job description – Food processing production operator

### **Workplace details**

Menthes RITO has been part of the Mauricie region's economic landscape since 1957, and is North America's largest supplier of mint candies, including the manufacturer of the famous pink and white paparmanes! Menthes Rito is a family-run business based in Trois-Rivières, whose development has taken its success beyond Canada's borders. Please note that the masculine gender is used without discrimination and solely to lighten the text.

### **Main functions**

The operator takes an active part in the various stages of peppermint production:

- Start up production equipment and keep work areas clean;
- Be alert to any anomalies and/or defects;
- Support co-workers in their tasks at other workstations;
- Comply with health and safety standards and established procedures;
- Carry out various product quality controls;
- Handle and transport various equipment and heavy parts;
- Maintain necessary reports;
- Keep work areas and equipment clean and tidy;
- Observe safety rules at all times;
- Comply with Good Manufacturing Practices (GMP) and all other related tasks.

### **Requirements and working conditions**

Successful candidates must be in good physical condition and able to interact well with co-workers. Teamwork skills will obviously be sought in candidates.

**Know-how is important to us, but people skills are even more important!**

**Number of hours per week:** 36 to 40 hours per week

### **Work schedule :**

Three (3) consecutive 12-hour shifts, from Sunday 7:00 a.m. to Wednesday 7:00 p.m. AND from Wednesday 7:00 a.m. to Friday 7:00 p.m., alternating every 4 weeks;  
Possibility of overtime.

### **Miscellaneous conditions :**

\$20 to \$24.50 per hour, with salary progression every 3 months;  
Employer-paid group insurance (including dental plan) after 90 days' probation;  
Uniforms, tools and safety boots provided on site;

## Appendix 2: Job description – Maintenance electromechanic

### **Workplace details**

Menthes RITO has been part of the Mauricie region's economic landscape since 1957, and is North America's largest supplier of mints, including the famous pink, green and white peppermints! Menthes Rito is a family-run business based in Trois-Rivières, whose development has taken its success beyond Canada's borders.

### **Main duties**

- As an electromechanic, the successful candidate will be responsible for :
- Proper operation of all plant equipment;
- Perform preventive maintenance on all equipment;
- Participate in the development of various continuous improvement projects in the plant;
- When necessary, make adjustments to production lines ("Set-up");
- Diagnose, intervene and repair mechanical, pneumatic, electrical, hydraulic and automation problems;
- All other related tasks.

### **Requirements and working conditions**

- DEP/ AEC or Certificate (Mandatory);
- Experience in electromechanics: 2 years (Desirable)
- Availability: Evening work (Mandatory)

### **Work schedule :**

- Full-time employment;
- 12 months per year;
- 8-hour shifts;
- Monday to Friday, 2:00 pm to 10:30 pm;
- Overtime possible.

### **Benefits :**

- Dental Insurance;
- Disability Insurance;
- Supplementary Health Insurance;
- Life Insurance;
- Vacation and Compensatory Leave;
- Company events.

### **Salary :**

- 25.00 to \$30.00 per hour depending on experience.

**Hours per week:** 40 hours per week

### **Other conditions :**

- Competitive salary to be discussed according to experience;
- Overtime available on a voluntary basis depending on needs and availability;
- Work uniforms, safety boots and tools provided;
- We offer coaching and training on programmable logic controllers and robotic cells;
- Employer-paid group insurance after 90 days, including dental plan;
- Discounts on product purchases; social activities, monthly gift card draws, etc.

**Know-how is important to us, but people skills are even more important!**

### Appendix 3: Latest recruitment method

Facebook post – March 6, 2023



**Rito**  
DEPUIS 1957

Plusieurs postes à combler

- **OPÉRATEUR.TRICE DE PRODUCTION**  
(Quart de jour 7h à 19h)
- **PRÉPOSÉ.E À LA SANITATION**  
(Quart de nuit 19h à 7h)
- **ÉLECTROMÉCANICIEN.ENNE**  
(Quart de nuit 18h à 6h)

 Horaire 3 quarts consécutifs de 12h, suivi de 4 journées de congés

**CV À EMPLOI@RITOMINTS.COM**

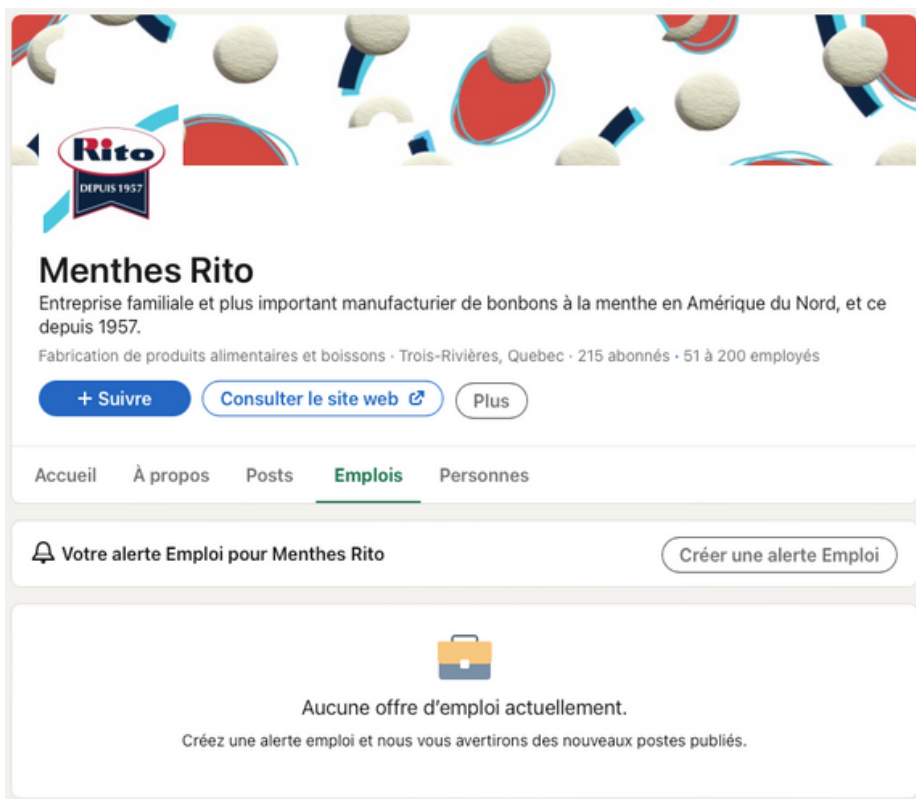
#### **Translation:**

Several positions available:

- Production Operator  
(night shift)
- Sanitation Attendant  
(night shift)
- Electromechanic  
(day shift)

\*Schedule 3 12h-consecutive shifts followed by 4 days off

### Appendix 4: LinkedIn



**Rito**  
DEPUIS 1957


## Menthes Rito


Entreprise familiale et plus important manufacturier de bonbons à la menthe en Amérique du Nord, et ce depuis 1957.

Fabrication de produits alimentaires et boissons · Trois-Rivières, Quebec · 215 abonnés · 51 à 200 employés

+ Suivre Consulter le site web Plus

Accueil À propos Posts **Emplois** Personnes

 Votre alerte Emploi pour Menthes Rito [Créer une alerte Emploi](#)

  
Aucune offre d'emploi actuellement.  
Créez une alerte emploi et nous vous avertirons des nouveaux postes publiés.

## Appendix 5: Brand image

### Facebook


**Menthes Rito**  
29 août 2022 · 🌐

✎ C'est la rentrée pour beaucoup d'entre vous!

(psst, attention, ça pourrait être VOUS ledit collègue... prévoyez votre stock de paparmanes!) 😂

(si vous avez un message à faire passer, ça se passe maintenant en commentaire! 😊)

*comment faire comprendre au collègue que son haleine a besoin d'un bon coup de frais?*



5 réactions 1 partage

J'aime Commenter Envoyer Partager

**Menthes Rito**  
8 nov. 2022 · 🌐

Nous, on hésite encore tous les jours! 😊  
Et vous, votre paparmane favorite? 😊  
Dites-le-nous en réagissant à la publication! ⬇️



6 réactions 8 commentaires 1 partage

J'aime Commenter Envoyer Partager

**Menthes Rito**  
14 sept. 2022 · 🌐

Septembre, mois de rentrée pour plusieurs d'entre vous! ✎  
C'est le bon moment pour venir (re)découvrir certains membres de l'équipe, et c'est par ici:  
➡ <https://menthesrito.com/pages/carrieres>



15 réactions 7 partages

J'aime Commenter Envoyer Partager

**Menthes Rito**  
24 nov. 2022 · 🌐

🔍 Menthes Rito recherche un(e) électromécanicien(ne) de maintenance, et c'est peut-être TOI notre perle rare! 🌟  
📺 N'hésite pas à nous contacter pour postuler, ou à partager pour tes proches qui pourraient être intéressés!  
Plus d'informations sur le poste recherché ici: [bit.ly/3gFBtBA](https://bit.ly/3gFBtBA)

*tu aimes le rose, le blanc et le vert? tu es à la recherche d'un travail sûr?*

**on recrute!  
on recrute!  
on recrute!**

3 réactions 4 partages 201 vues

**Menthes Rito**  
20 févr. · 🌐

📅 Ce mercredi 22 Février, l'équipe de Menthes Rito sera ravie de vous rencontrer de 11h à 19h au Salon de l'emploi de Trois-Rivières - Bécancour, le plus grand rendez-vous annuel de l'emploi en Mauricie!

👤 Plusieurs postes à pourvoir, amenez votre CV et rendez-vous au kiosque 19 !

👉❤️ N'hésitez pas à partager cette publication!

Plus d'informations ici : <https://www.salon-emploi.ca/>  
et directement sur notre site <https://menthesrito.com/pages/carrieres/> !



👍 22

15 partages

**Menthes Rito**  
28 juin · 🌐

Il est bientôt temps de savourer l'été pour nos équipes! 😊  
... et il est grand temps pour toi de commander tes menthes favorites si tu ne veux pas manquer de fraîcheur durant les journées chaudes! 🥵

Rendez-vous ici pour faire tes réserves avant la fermeture de nos bureaux : <https://menthesrito.com/>

Pour toutes questions, vous pouvez nous écrire à [info@paparmanes.com](mailto:info@paparmanes.com), et il nous fera plaisir de traiter votre demande (avant le 1er juillet, ou après le 16 juillet! 🚀)



👍 2

1 commentaire 1 partage

**Menthes Rito**  
1 janv. · 🌐

❤️ Merci.

Merci à tous nos paparfans, à vous tous qui nous soutenez depuis tout ce temps et qui nous ont fait, encore une fois, passer une merveilleuse année 2022.

Alors à toute notre communauté, tant aux petites mains qui travaillent avec nous qu'aux mangeurs de paparmanes, nous vous souhaitons une très belle année à venir, remplie de bonheur, de joie, de rêves, mais surtout, de paparmanes!

BONNE ANNÉE! 🍷🌟

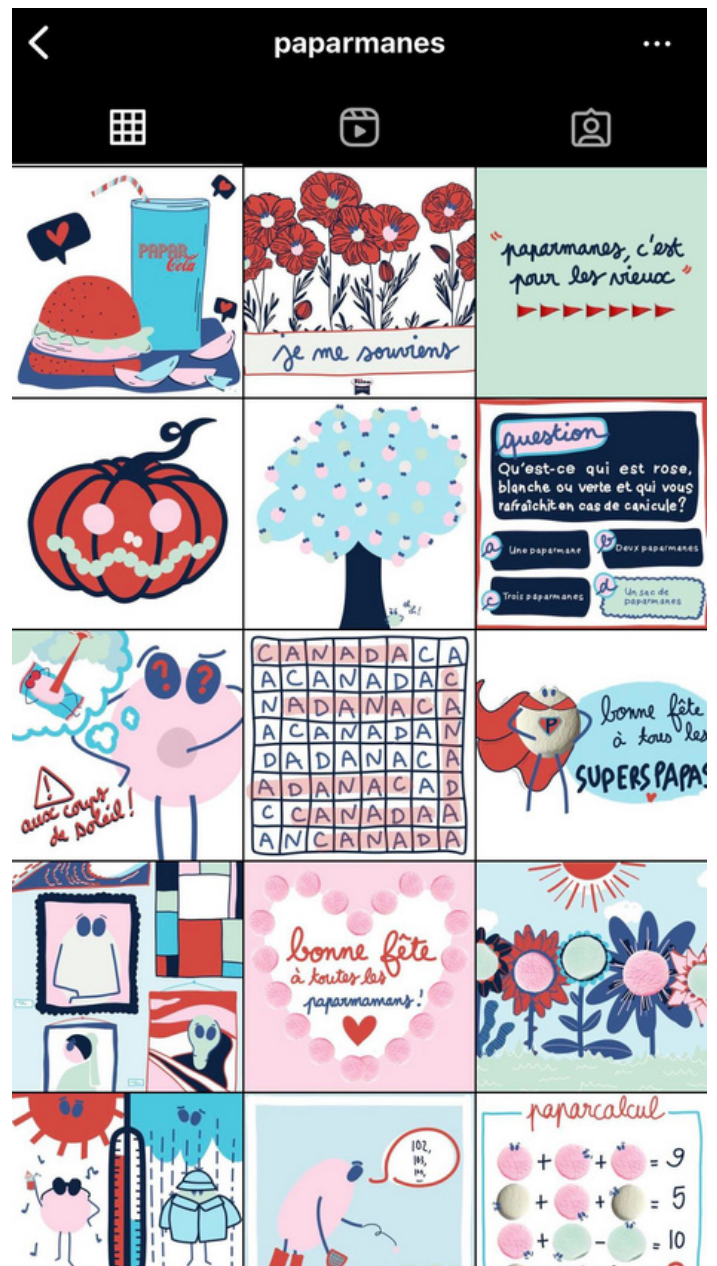
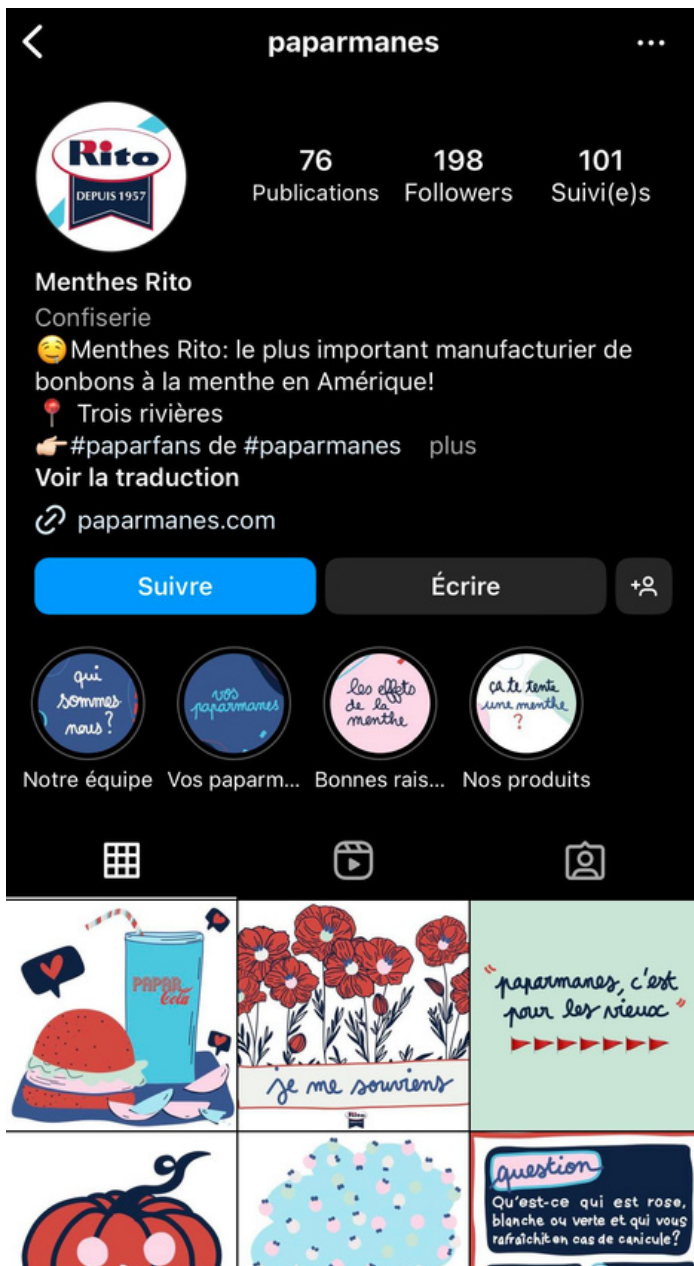


👍❤️🥳 12

2 commentaires 2 partages

👍 J'aime    💬 Commenter    📧 Envoyer    ➦ Partager

## Instagram



## Instagram



11 J'aime  
paparmanes Je Me Souviens

#jemesouviens #jourdusouvenir #quebec #canada  
#paparmane #yummy #candle #troisrivers #flowers  
#flowerpower #faitici #illustration #sweet #candy  
#yummy

Voir 1 commentaire

11 novembre 2021 · Voir la traduction



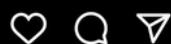
7 J'aime

paparmanes Une paparmane (ou deux, ou trois, ou..) après le repas, c'est oui. 🍷  
Un menu aux saveurs de paparmanes, on a un doute. 🤔  
Bon vendredi soir à vous!

#paparmanes #rito #candy #yummy #sugar #bonbon  
#food #fridaymood #drawing #quebec #paparmane  
#weekend #weekendvibes #friday #junkfood #foodies

19 novembre 2021 · Voir la traduction

"paparmanes, c'est pour les vieux"



16 J'aime

paparmanes Chez Rito aussi, on a notre #redflag !

#paparmanes #rito #candy #yummy #sugar #bonbon  
#food #instagram #drawing #quebec #paparmane  
#sweet #tendance #twitter #redflags #troisrivers

Voir 1 commentaire

25 octobre 2021 · Voir la traduction

## Instagram

