



A STRONG HCM: THE PERFECT RECIPE FOR THRIVE RESTAURANT GROUP



Thrive Restaurant Group (Thrive) is a multigenerational, family-owned restaurant management group operating more than 200 restaurants across five distinct brands and 19 states. Every day, over 20,000 guests walk through their doors, each interaction with Thrive's people guided by a simple but powerful invitation: **make a positive difference.**

As Thrive Restaurant Group grew from 2,000 to 8,000 team members, leadership was challenged to find ways to maintain a deeply human, people-first culture across hundreds of locations while navigating high turnover, operational complexity and intense competition for talent. By partnering with ADP and expanding beyond basic payroll into a fully integrated human capital management (HCM) ecosystem, Thrive Restaurant Group transformed HR from an administrative function into a strategic engine — one that reinforces trust, improves retention, empowers managers and delivers measurable business impact.

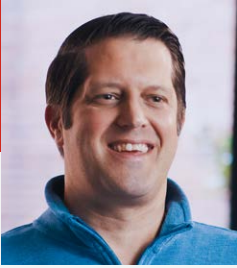
BUSINESS CHALLENGES

- ➔ Gaining buy-in and preserving a people-first culture through rapid growth within a traditionally efficiency-driven business.
- ➔ Eliminating manual, error-prone and fragmented processes to enable scalability.
- ➔ Reducing turnover in a high-churn industry.

QUICK FACTS

Company: Thrive Restaurant Group
Industry: Hospitality
Employees: 8,000+
Headquarters: Wichita, KS
ADP Products: ADP Workforce Now®, ADP Voice of the Employee





Jon Rolph

Chief Executive Officer
Thrive Restaurant Group



Ryan Bond

Chief People Officer
Thrive Restaurant Group



Renee Chaloupka

Sr. Director of People Experience
Thrive Restaurant Group

SIMPLIFYING SYSTEMS TO SUPPORT A PEOPLE-FIRST CULTURE

Thrive Restaurant Group set out to differentiate itself in an industry often driven by cost control and transactional labor models. Leadership made a deliberate choice to focus on trust, care and personal ownership — believing that when people are given permission to bring their best selves to work, business results follow.

For Thrive, culture isn't a slogan — it's a business strategy. As the organization expanded rapidly, Thrive Restaurant Group needed the right systems to protect its people-first philosophy while scaling at speed. However, as they expanded rapidly across states, brands and acquisitions, maintaining a consistent culture became increasingly complex. New team members needed to feel that same sense of trust and belonging from day one, regardless of location. CEO Jon Rolph says, "The key to Thrive's culture is giving people the invitation to be the best version of themselves at work every single day."

Before partnering with ADP, Thrive relied on nine separate systems for HCM functions, including payroll, benefits, 401(k), onboarding and compliance. Manual processes, paper-based workflows and disconnected platforms slowed operations, created errors and wasted time.

While leadership initially implemented ADP for payroll and taxes, they quickly realized the platform could do far more. Thrive consolidated benefits, Affordable Care Act (ACA) compliance and 401(k) administration into ADP, creating a single, integrated HCM system with real-time data flow. Application programming interface (API)-driven connections eliminated file feeds, delays and errors — dramatically improving accuracy and speed. Senior Director of People Experience Renee Chaloupka says, "When we moved benefits, ACA health compliance and 401(k) into ADP, it was life-changing. Everything was lightning fast. We didn't have all the errors, and our team gained a ton of time."

MOBILE ACCESSIBILITY GIVES POWER TO THE PEOPLE

With the ADP mobile app, employees can access self-service tools to attest their time, check their pay stubs and provide valuable feedback. New hires can now complete onboarding, benefits enrollment and retirement setup immediately from their cell phones, rather than waiting days or weeks, and managers no longer navigate multiple systems, allowing them to focus on leading people instead of administrative work. "90% of our employees use the ADP mobile app. We estimate that employee self-service has saved Thrive at least \$350,000," says Chief People Officer Ryan Bond.

Thrive also leverages ADP Voice of the Employee, enabling management to actively listen and survey new hires at 14, 30 and 90 days — critical milestones for long-term retention. The insights garnered allow Thrive's leaders to gather feedback, address concerns early, strengthen employee relationships and reinforce its culture of care across all restaurants.

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— Ryan Bond
Chief People Officer,
Thrive Restaurant Group

TURNOVER IS FOR TABLES, NOT PEOPLE

Like many restaurant organizations, Thrive Restaurant Group faced high turnover. Leadership made a bold decision to invest in people by offering more consistent hours and benefits, even though it countered industry norms. To sustain this strategy, Thrive Restaurant Group needed visibility into long-term trends and the ability to act on real data.

With ADP's advanced data and analytics, Thrive gained the ability to analyze turnover over multiple years and address noticeable patterns. Renee says, **"Through ADP's data analytics dashboard, we noticed our turnover had decreased 57%; that's a huge number! We spend about \$2,500 training a new team member, so when you calculate what we save in reduced turnover, that comes to about \$3.5 million per year. We could build a new restaurant with that amount of money — and actually, we did!"**

Benchmarking provides competitive wage data by role, location and market to help ensure they make competitive offers when hiring. And Voice of the Employee further reveals drivers of attrition — such as trust with managers or unmet scheduling expectations.

A PARTNERSHIP BUILT FOR GROWTH

Today, Thrive Restaurant Group views ADP as a strategic partner. ADP's HCM platform is the backbone that enables Thrive's leadership to scale culture, empower managers and care for the human beings behind the work. "It's really nice to have a partner that's helping us look forward to find even better ways to care for our team members, and also make us stand out as an employer of choice," says Jon.

By simplifying complexity and delivering reliable, intuitive tools, ADP helps Thrive Restaurant Group focus on what truly drives success: leading people, developing skills and creating meaningful experiences for employees and guests alike.

Thrive Restaurant Group's journey proves that a people-first approach isn't just good for culture — it's a powerful business strategy. When systems are designed to support trust, transparency and care, growth doesn't dilute culture — it amplifies it.



57%

Overall reduction in turnover.

Approximately

\$3.5 MILLION

saved annually in training costs.



Savings reinvested into growth, including the opening of new restaurants.

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