# EMPLOYEE RETENTION BUSINESS CASE STUDY

# KRIPKE ENTERPRISES

Toledo, Ohio



### **CHALLENGES**

Kripke Enterprises—a metal recycling and aluminum coilproducts company with locations in Ohio, Florida, and Tennessee—identified employee retention as a critical challenge in sustaining growth and business operations. Specialized equipment, strict safety requirements, and tight labor markets made it essential to maintain a stable and skilled workforce. High turnover created safety risks, hurt customer relationships, and drove up costs from constant hiring, training, and lost productivity.

#### **SOLUTIONS**

Kripke approached retention through social sustainability, which aligned people and performance. The company prioritized safety, financial stability, and predictable schedules. They then expanded into wellness, career growth, and community engagement. Initiatives included financial literacy coaching, a first-time homebuyers program, and "Kripke Cares" for employees facing hardships. Structured onboarding, engagement surveys, and stay/exit interviews helped identify challenges early, while leadership training reinforced culture and consistency.

## **RESULTS**

Since formally measuring retention in 2022, Kripke's initiatives have produced measurable gains. Retention for general labor employees improved from 68% to 86%, while retention for non-general labor roles rose from 85% to 95%. With research showing that replacing an employee can cost 50–200% of their annual salary, these improvements translate into substantial ROI. Furthermore, engaged employees were found to be 21% more productive, aligning retention with profitability and customer trust.

# **HIGHLIGHTS**

- » Improved retention: 68%  $\rightarrow$  86% (general labor); 85%  $\rightarrow$  95% (non-general labor)
- » Retention framed as ROI reduced turnover costs, preserved knowledge, and supported safety
- » Installed financial, mental, physical, and career growth programs
- » Leadership training reinforced engagement and positive culture

### SUCCESS FACTORS

Kripke's success comes from treating social sustainability as a strategic investment, not an expense. By addressing employees' financial, physical, and psychological needs, while also fostering growth and connection, the company created an employee-centric culture that supports retention and strengthens its brand.

### LOOKING FORWARD

Kripke continues to expand its people-first programs, tying employee well-being directly to business performance. The company's experience demonstrates that investing in retention is a powerful form of value creation, advancing both social sustainability and financial stability.

# **BUSINESS PROFILE**

**Business Type** » Metal recycling, brokerage, aluminum coil products

**Headquarters** » Toledo, OH

Locations » Ohio, Florida, Tennessee

Employees » 70

