



WORKJAM WHITEPAPER

Navigating Uncertainty by Creating a Resiliency Framework



This pandemic has changed the face of business as we know it. Pandemics such as COVID-19 had been forecasted for years by international health organisations, but these events, also known as black swan events, are never truly predictable. No industry is untouched, from restaurants and hotels to healthcare, from retailers and distribution centers to call centers – everyone has felt the effects of this worldwide crisis.

Consumer patterns have completely shifted, perhaps for good, creating chaos for employers who don't know how to adequately staff the different areas of their business. New training is required on complex health and safety procedures for everyone that is on the frontline. Plus, the need for instant communication from corporate to the frontline is more dire than ever before.

Not only that, but all the planning and strategy will not be effective in managing the crisis if there is no way to implement them on a global, consistent basis. Businesses need a way to scale new processes quickly, without any margin for error.

If organizations want to emerge from this crisis ahead of their competitors, they need to be able to make big changes quickly. This includes rethinking their business from the ground up, on everything from scheduling employees to training and task management. Regular, effective

communication with your employees plays a crucial role in this transformative process, keeping your staff up to date on the what, how and why.

Agility and resiliency will determine which organizations are able to respond and adequately recover from present and future crises, and which will perish. The results are already being made clear – with many household names filing for bankruptcy, letting go of thousands of employees, or divesting large parts of their business.

Introducing WorkJam

The WorkJam Digital Workplace unleashes the potential of your enterprise workforce through agile scheduling, transformative communication, experiential learning, and tailored recognition. In the palm of their hands, frontline employees can have access to all of the tools they need to successfully help the business navigate the uncertainties of the any crisis. From swapping their shifts due to a conflict to understanding the new sanitization protocols to correcting a major task violation – everything can be done through WorkJam.

This helps organizations reduce operating expenses, manage labor fluctuations, ensure compliance, and run more efficiently overall. In fact, Forrester, an independent research company, interviewed WorkJam customers and

determined an ROI of 410% within 3 years and a payback period of less than 6 months.

In order to achieve these benefits in times of crisis, organizations need a two-step approach:

1. Achieving quick wins with big advantages: When facing a crisis, the priority is to reduce costs across the business while rapidly making changes to accommodate the new normal.

2. Increasing resilience to gain a sustainable competitive edge: The next crisis is always around the corner. To prepare, organizations need a long-term plan with upgraded digital workflows that span then entire company from corporate to the frontline.

To demonstrate how WorkJam can be used in each of these two critical steps, we're going to see it from the eyes of our valued customers. This paper shares several real-life stories of our customers and how they are currently successfully navigating the uncertainties of COVID-19 - and creating a resilient framework to withstand any crisis the future may bring.

Achieving Quick Wins with Big Advantages

Regardless of what kind of crisis your business is facing

- whether it's a global pandemic, a stock market crash, or a supply chain issue - the first step is always to figure out how to navigate the immediate future while curbing costs and remaining agile.

In the case of a global health crisis like COVID-19, this means understanding the changes in consumer habits and how they affect demand and labor. Government sanctions have tightened and relaxed, changing health and safety protocols at work and in society. Businesses are dealing with onboarding and training new and returning workers in areas they may not have experience in, such as wearing personal protective equipment or sanitizing multi-touch surfaces.

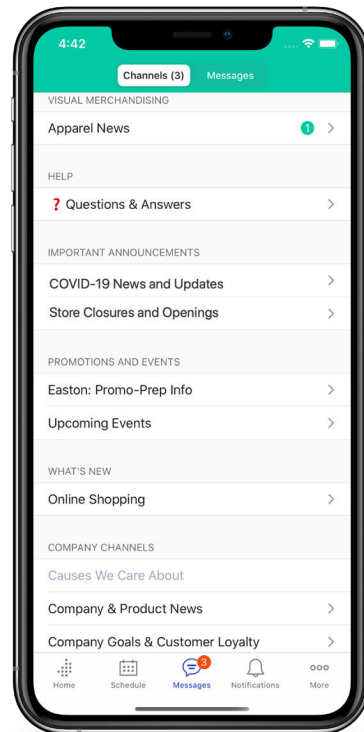
WorkJam can be deployed in just five days within a 30-day project...

In this recovery phase of the crisis, operations are filled with uncertainty - and budgets are fluctuating. Executives are working hard to identify a new normal as they navigate fast-paced changes in the market. The foundational modules of WorkJam can be implemented within just five days to enable organizations to make big strides in getting their workforce back on track in times of crisis while significantly reducing their operating costs.

Keeping the Lines of Communication Open

Before the current health crisis, connecting with frontline employees happened face to face. Managers passed on messages to employees during the daily huddle or posted printed copies of important notices on the staff room cork board. If there was any urgent communication required, the managers played a game of telephone to reach each employee. However, this was not an efficient means of communication at the best of times, as many messages were lost in the process. Employees either weren't there for the daily huddle, didn't remember to read the memo, or forgot to pick up their phones.

With the pandemic, face-to-face communication – regardless of how inefficient it was – is no longer possible in most cases. This leaves many organizations scrambling to figure out a way to connect with their employees at scale, including direct feedback from their frontline. Instead of managers needing to reach



their hundreds of store staff, corporate needs a way to reach thousands of employees across disparate locations at the touch of a button – without spending extra time or resources.

Resilient Crisis Management Stories from the Field

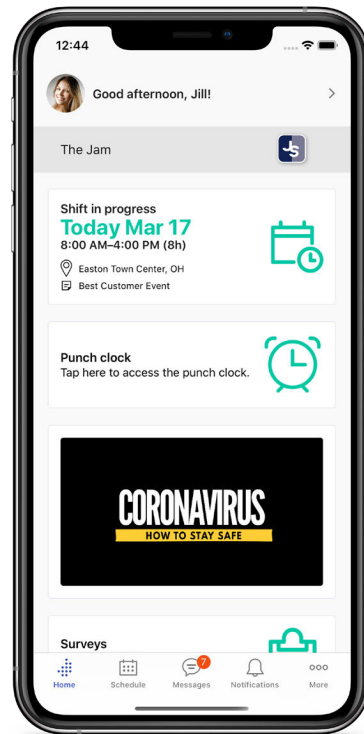
The WorkJam communication platform creates a direct line from corporate to the frontline, with every step in between. Businesses can communicate easily with who they want, when they want, while sending the critical information needed to navigate the crisis.

Targeting communication: Avis Budget, the leading international car rental company, and long-time customer of WorkJam, made communication between corporate and the frontline a priority. When Hurricane Harvey hit Texas and Louisiana in 2017, this car rental organization used WorkJam's target audience engine to send communications to the affected areas. This way, they could focus their business continuity efforts using a geographical filter, sending important updates to the hard-hit regions. With WorkJam, organizations can also filter communications by job title, trainings completed, or shift status. Businesses can create separate channels for COVID-19, executives, location managers, and associates, for example, to not overwhelm employees with information that isn't relevant to them.

Focusing on immediate needs: Avis Budget uses WorkJam communication channels to help employees understand the next steps in order to get back to work. Reopening processes, cleanup requirements, new safety protocols, and tasks are all sent through communication channels, ensuring employees have the information they needed.

Reporting to head office: Not only does head office need to share critical updates with employees in times of crisis, they also need to see that business is progressing where possible. Through the communication channels, individual locations of the car rental company send videos and pictures back to the head office to showcase their reopening progress.

Ensuring communication is being seen: Another customer, Shell, a Fortune 5 company, and one of the largest energy and convenience store companies in the world, uses WorkJam’s communication channels to share a wealth of health and safety instructions, photos, and videos during



the current health crisis. They send daily updates with read receipts so that corporate can understand how many employees are reading the information and which regions they are located in. They use built-in analytics to figure out the best time to send messages in order to ensure the greatest read rates.

If one employee has a question, it’s likely others are wondering the same thing.

Creating a two-way channel: In times of crisis, frontline employees have multiple questions and worries. They need to know they are safe on the job. Shell ensures employees have a way to reach store managers, other employees, and corporate with two-way communication channels. If one employee has a question, it’s likely others are wondering the same thing. By posting the question in a channel and having it answered by corporate, the organization significantly reduces the load on their Human Resources team, while ensuring employees feel their concerns are heard by the company.

Encouraging employees to continue to perform their best: At Shell, high standards are part of the company culture. Employees take perfection seriously and love sharing their work with coworkers at other stores. Using WorkJam’s communication channels, they are able to share

pictures of their physical distancing signs across locations. Managers can offer praise and keep employee morale up during a trying time.

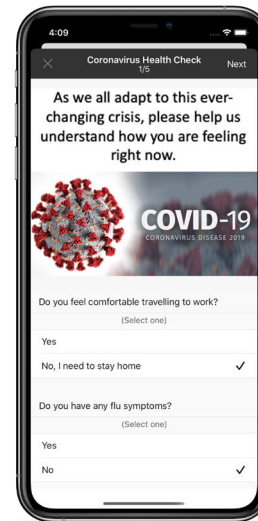
Ensuring the Health and Safety of Employees and Customers

The health and safety of frontline employees is critical in times of crisis. These are often the people who cannot work from home and isolate against present dangers. Instead, organizations need to ensure that the workplace has the processes and tools in place to manage health concerns at scale. Not only do they need to reduce the risk of infection among employees, but they also need to reassure them it's safe to come to work.

In order for customers to return to businesses, organizations need to show them the different steps they are taking to keep everyone safe. It's not enough to suggest employees wear PPE or wash their hands. Businesses need detailed protocols that are executed consistently across locations while managing new operating expenses.

Resilient Crisis Management Stories from the Field

WorkJam's health and safety solutions span several different functions including health checks, training, surveys, document management, and more. By bringing this



functionality together in one intuitive application, organizations can quickly show employees how they can keep themselves, each other, and their customers safe during the crisis.

Implementing mandatory health checks:

Many of WorkJam's customers, including Avis Budget, use surveys to assess whether an employee can come to work. This cost-effective health check needs to be completed before each employee can begin their shift. Once they pass the test, they get access to the other areas of the app. If they fail,

managers and corporate are alerted. This way, organizations can limit the risk of infection amongst their team members and trace infections back to inform potentially exposed coworkers.

Limiting shared devices: One of the major challenges of the current health crisis is that it spreads through surfaces. In many businesses, from retail and grocery to distribution centers and hospitals, punch clocks are how employees clock in and out. WorkJam's mobile clock feature eliminates the need for employees to touch a shared device, so employees can punch in on their own device and reduce the risk of virus spread. Geo- and IP fencing ensures time

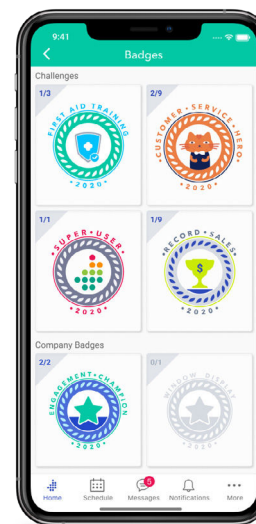
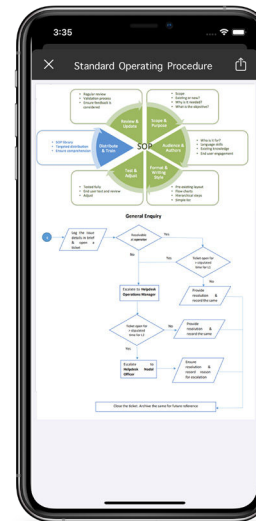
WorkJam's mobile clock eliminates the need for employees to touch a shared device.



cards are always accurate.

Reducing multi-touch surfaces: A global department store customer further reduced the spread of the virus at their locations by limiting multi-touch surfaces like documents. They digitize all paystubs, tax forms, and procedural documents into the WorkJam Document Center, so everything is available through the app. Any documents that include personal information require proper authentication to view, ensuring that employee data is secure.

Integrating with back-office systems: Ulta Beauty, the national cosmetics and fragrance retailer integrated WorkJam within their workforce management system, Kronos, to deploy a health check questionnaire after an employee clocks in. The results



of the questionnaire are compiled into a report that is sent to corporate to monitor the health status of employees.

Streamlining training and onboarding: During times of crisis, organizations have a flux of labor. New employees are hired to meet changing demands while returning employees come back after a layoff or furlough. An international department store uses WorkJam to keep Standard Operating Procedures (SOP) documentation up to date amidst the rapid changes. They also use visual communication to overcome language barriers, such as videos and photographs. The department store enables employees to have a direct line to their manager to ask questions regarding the training and onboarding.

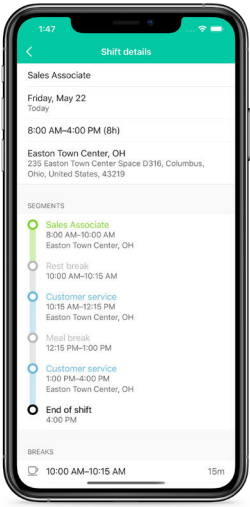
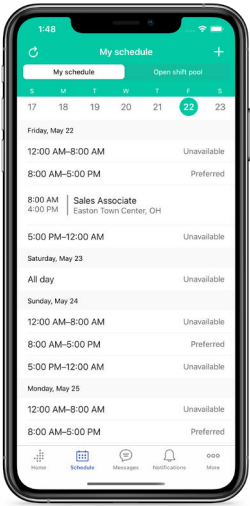
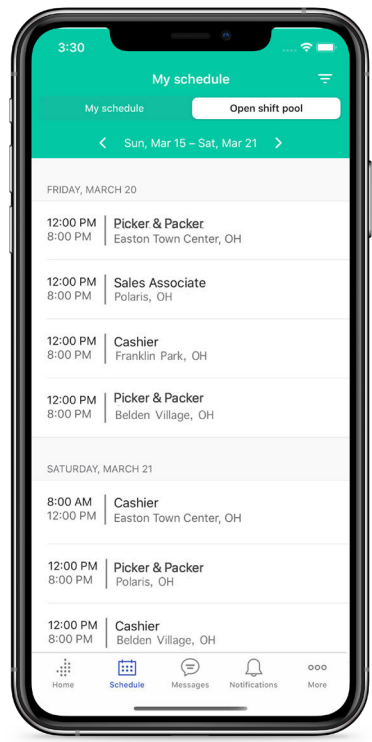
Using digital badging for real-life rewards: With many new procedures and training, it's vital for employers to keep track of which employees have which certifications. With WorkJam, the international department store uses

digital badging to identify each employee and store's training level. At a glance, corporate and store managers are able to see who has passed the training on wearing personal protective equipment, for example. These badges then enable the employees to pick up certain shifts or get incentives like gift cards.

Increasing Resilience to Gain a Sustainable Competitive Edge

Once the immediate needs of the organization are met and the disruption is no longer as prominent, it's important to keep looking forward. Instead of slowing down and working within the new normal, businesses who want a competitive advantage need to be prepared for the next crisis. The world was shaken by a viral illness, but what comes next?

WorkJam's Open Shift Marketplace and task management modules can be implemented within 60 days.



A supply chain issue, a market crash, another health crisis: all of these are viable possibilities.

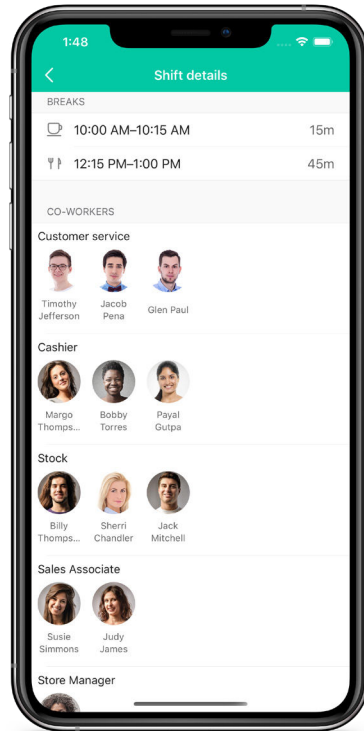
To create a stable organization that's ready for anything the future holds, it's vital to consider labor and execution. While communication, health and safety protocols, training, and rewards can help mobilize employees in the immediate future, organizations need scalable scheduling and task management solutions to ensure a secure tomorrow. WorkJam's Open Shift Marketplace and task management modules can be implemented within a matter of weeks so businesses are ready for the next crisis before their competitors.

Reacting to Fast-Paced Changes with Adequate Staffing

With each new crisis, the consumer demands shift. As a result, organizations need to better predict what kind of labor needs they have so as not to be short staffed. At the same time, many employees work part-time at multiple

companies so they can get the hours they need.

Scheduling is a hassle for location managers on the best of days, and more so during a crisis. Many businesses still use a paper-based scheduling model where managers need to figure out each employee's availability and skills to create a schedule, which ultimately gets changed several times during the week as employees have personal commitments or conflicts come up. This is a costly and inefficient exercise that gets repeated week after week.



shifts is a headache many location managers deal with on a daily basis. An employee calls in sick, has a prior commitment, or isn't comfortable coming in to work as a result of the current crisis. Using Open Shift Marketplace, managers can crowdsource employees from neighboring locations as well as their own store. Shifts can be filled within minutes instead of requiring several games of phone tag.

Shifts can be filled within minutes with qualified employees. This not only creates employee loyalty, but also frees up manager time to focus on customers.

Increasing employee engagement: A national grocery store chain and a national convenience store chain using Open Shift Marketplace have seen higher levels of employee satisfaction. Employees get the opportunity to pick up the shifts they need, reducing the need to take on second or third part-time jobs. They can also trade shifts based on their availability with a qualified pool of employees. This creates employer preference and loyalty among staff.

Ensuring rules-based compliance: Not all employees have the right skillsets or enough time in their schedule to work all shifts. Using Open Shift Marketplace and the built-in rules engine, organizations can ensure that

Resilient Crisis Management Stories from the Field

WorkJam's Open Shift Marketplace enables businesses to crowdsource their available shifts from multiple locations, while keeping into account employee certifications, regional labor laws, and internal compliance regulations.

Enabling wider shift coverage: Filling in last-minute empty

only the qualified staff see the available shifts. Parameters can be created around certification, badges, and training. In union environments, employers can request shift preferences and automatically develop schedules based on seniority, experience, and other employee contract criteria.

Creating transparency around schedules: WorkJam gives organizations the ability to share schedules with employees digitally so they can see who's working each eligible shift. This way, if an employee has a question, they can directly message the manager on duty or their coworkers through the app. During the COVID-19 crisis, this functionality helps to reduce face-to-face contact, and thereby infection, for the national grocery chain and national convenience store chain.

Reducing operational costs: Using WorkJam's Open Shift Marketplace and shift bidding features, organizations can prepare for any future crisis by carefully managing their operational costs, reducing overtime expenses, and curbing labor shortage issues. Managers can spend more time engaging their staff and customers, and less time filling last-minute shifts.

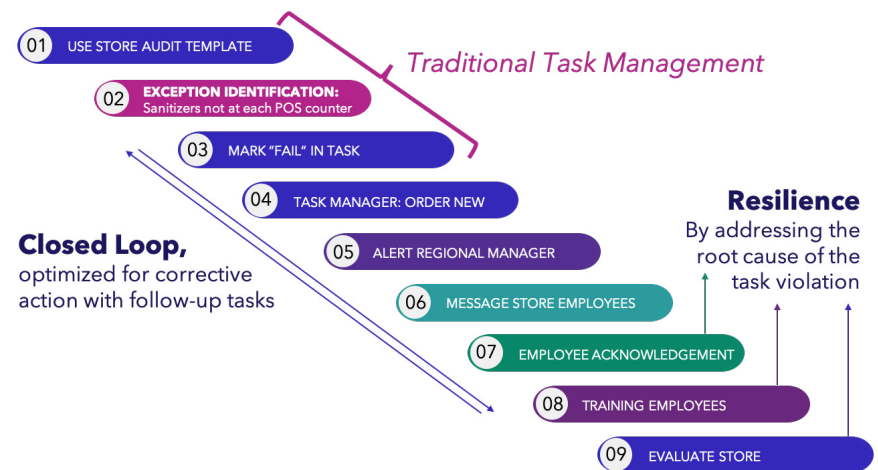
Creating staffing agility: The current crisis created a shift in staffing, where less employees were needed in store to service customers while more were needed in alternative areas such as drive throughs and e-commerce. The next

crisis will bring something completely different. However, organizations can be prepared regardless of what their labor needs will be in the future.

Building Flexibility Through Rapid and Consistent Execution

While it's critical to develop crisis management plans, communication channels, safety protocols, and in-depth training, none of that matters if employees don't have a system to execute at the frontline level. Task management is a vital component in the success of an organization, especially when navigating uncertain terrain.

Integrated Task Management in Action: Store Audit



Task management creates culture of execution with efficient and effective teams. Closed-loop compliance ensures that when task is missed, incomplete, or violated, store managers are immediately alerted, and follow-up tasks deployed.

Organizations that can create consistent operations across locations, meeting all regulatory and internal requirements, are more likely to entice customers. If a customer knows they will always get the same great service at each location, they will be more inclined to build brand loyalty over a competitor.

Resilient Crisis Management Stories from the Field

WorkJam's task management functionality goes beyond the traditional to-do list, building in the ability to create complex "if, then" scenarios to help employees understand what to do when a task fails or is violated. This sets up organizations for success in unpredictable crisis situations.

Building towards execution: Long-time customer Ulta Beauty, began their engagement with scheduling and training functionality. However, they quickly saw that the benefits of their adequately staffed and trained team could be realized only when they had the systems needed to execute. Using WorkJam's task management helps them

create more efficient and effective teams.

Systematically execute store audits: They set up WorkJam prior to the pandemic to ensure that each store was meeting compliance and internal regulations. When a task is missed, incomplete, or violated, store managers are immediately alerted. In a traditional task management system, the buck stops here. If managers want to fix the issue and close the loop, they need to manually create another task list for their staff.

Finding the root of the problem: During the pandemic, one of the tasks for the retailer is to ensure hand sanitizer is placed in multiple locations around the store. If this task is violated by a staff member, the manager gets a notification and can send the employee a message to rectify the issue. However, they can also take it one step further, and send the employee or the entire shift a related training to complete to better understand the need for the hand sanitizer.

Measuring location compliance: During times of crisis, the stakes are high. It's vital for corporate to know how each location is doing when it comes to meeting compliance regulations. WorkJam's task management features enable corporate to drill down at a regional or store level to see which tasks are frequently incomplete or violated so they can correct the issue.

Creating a culture of execution: The CEO of Ulta beauty retailer recorded several videos outlining specific protocols, updates, and tasks herself, in order to show employees, the gravity and importance of each element. This created a top-down culture of execution, where even brand-new employees feel comfortable meeting their job’s demands. On a store visit, the CEO was approached and thanked by a new employee who watched her videos.

Being able to pivot as needed: When an organization has a system that helps them execute minor and major tasks with the necessary instructions, they can be agile when the need arises. During a future crisis, this national beauty retailer will be able to revise processes and implement new compliance regulations rapidly, long before their competitors are even up and running.

Does your organization have a resiliency framework in place?

Dealing with the current crisis – or the next one – doesn’t involve a modular solution. A scheduling tool or a basic task management tool will not be enough to ride the rollercoaster of uncertainty. However, an all-in-one solution like WorkJam that enhances the major functions of operations, communications, staffing, and compliance can ensure businesses are ready for whatever the future holds. Addressing all of the areas together creates a multiplier

effect where businesses see major cost reduction and increase in productivity.

Forrester’s study determined a \$24M savings over a three-year period for a composite retail organization with 50,000 frontline employees, from reducing overtime, overstaffing and resource consumption, as well as reduced employee turnover and saved manager time. This resulted in an ROI of 410% and a payback period of less than 6 months.

WorkJam’s Resiliency Framework



This is the kind of resiliency framework organizations need if they want to weather the storm of COVID-19 - and any future crises - ahead of their competition.



WorkJam can be live within five days to meet the immediate needs of your organization, and further implemented to ensure your future is secure.

For more information on WorkJam and how we can help you unleash the potential of your workforce, contact us today at sales@workjam.com

[Request a Demo](#)

SOURCES

- 1 <https://www.mckinsey.com/business-functions/risk/our-insights/covid-19-implications-for-business>
- 2 <https://www.workjam.com/portfolio-items/forrester-the-total-economic-impact-of-workjams-digital-workplace/>
- 3 <https://www.helpscout.com/75-customer-service-facts-quotes-statistics/>