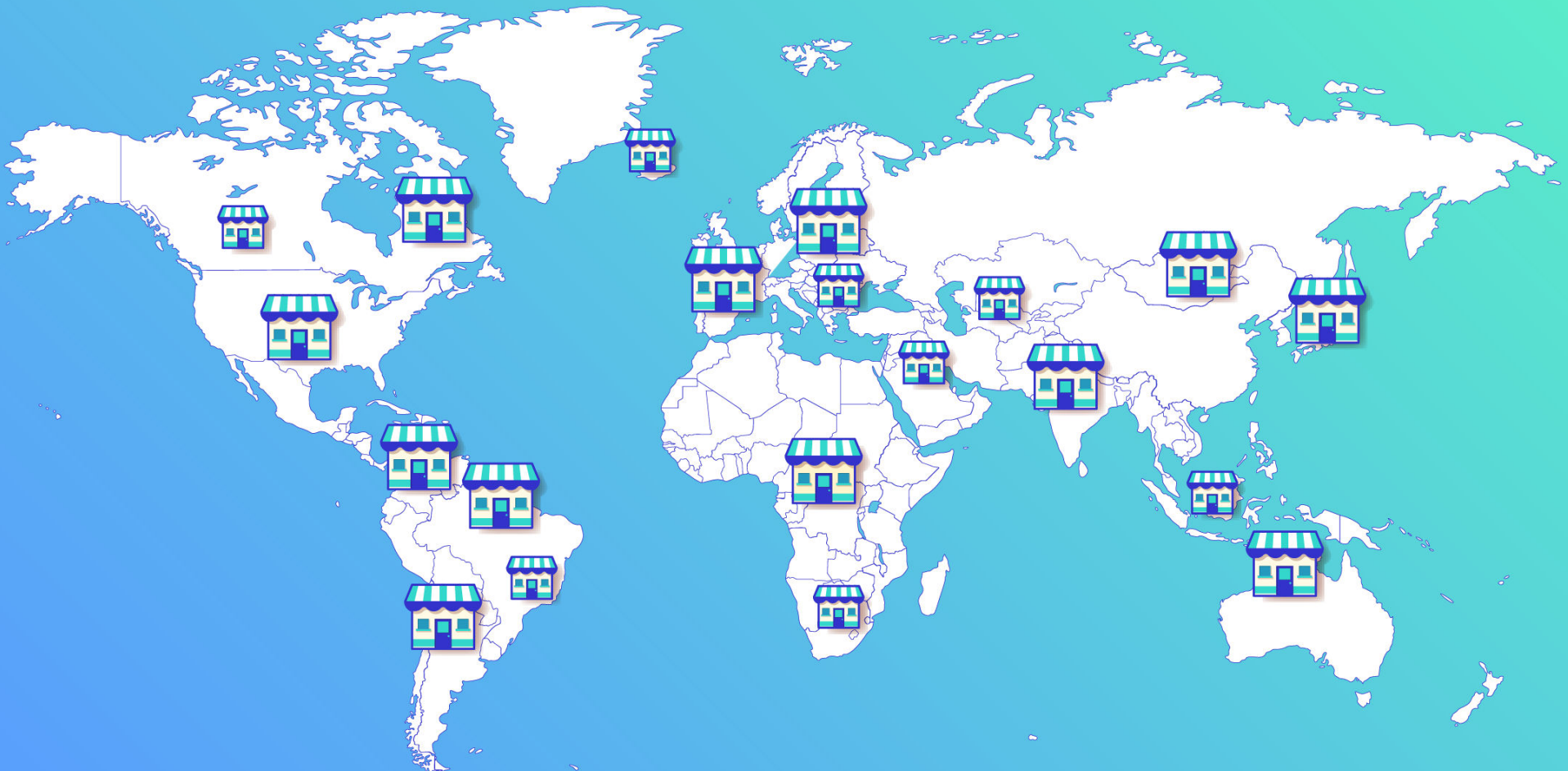


Utilizing a Digital Workplace in a Franchise Model





Consumer trends are constantly shifting; if businesses want to succeed, they have to continue to anticipate the ever-changing needs of their consumers. The last decade saw the influx of the omni-channel experience: customers wanted the option to buy from anywhere at any time. Now, the emphasis is going back into the store. That's where

trailblazing organizations are focusing their efforts. Customers want to know from whom they are buying. They want to build a relationship with their sales associates, and they want to feel a sense of trust and camaraderie. 79% of customers say they want a personalized experience when shopping¹. The kind of experience they

have effects where they choose to make their purchases—and whether they decide to go back. Personalization includes aspects such as acknowledging the customers' purchasing history and catering to their needs in that specific moment. Empowering your employees to forge and foster that kind of environment is easier said than

done. In a franchise model, there is an added layer of difficulty: the franchisor often has no direct connection to frontline workers. For example, how can organizations implement company-wide training and communication if they don't have any employee contact information?

The franchise model is common in many industries: c-stores, food service, hospitality, and retail are just some areas where franchisees manage the frontline staff, instead of corporate. Regardless of the industry, there are three key challenges all organizations with a franchise model face:

Providing a consistent customer experience

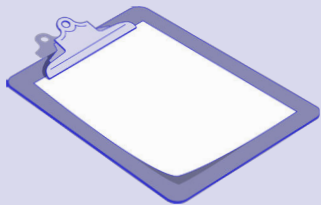
With a franchise model, the corporation doesn't always have the ability to reach its frontline workers. As a result, training, corporate communication, brand knowledge, and strategic alignment become difficult to manage effectively. This results in poor employee productivity and unpredictable and unreliable customer experience.

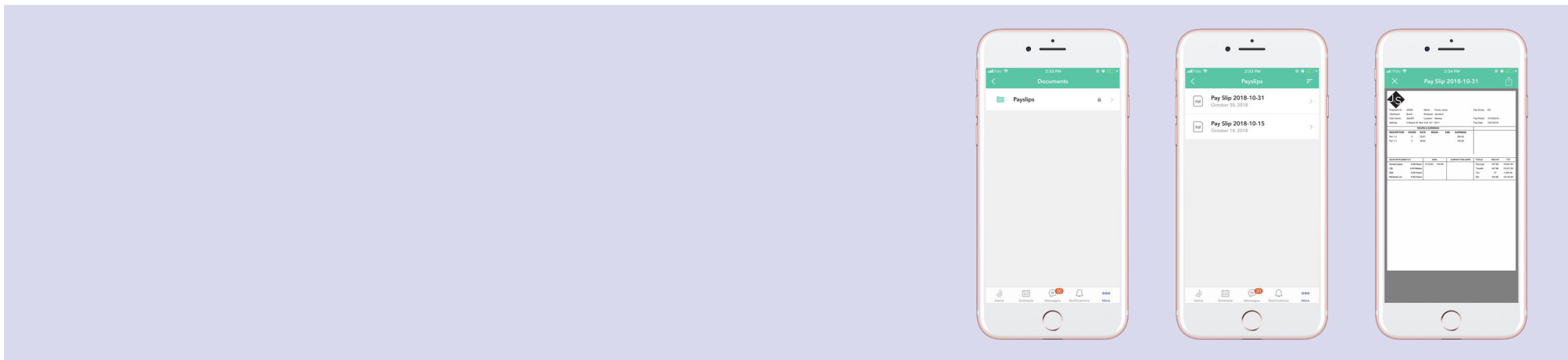
Building an engaged workforce

When the frontline is structurally disconnected from the larger organization, they feel little loyalty or bond to the brand. Without loyalty to the brand and corporate support, frontline employees find it difficult to fully engage with their employer. Disengagement leads to attrition and turnover and incremental hiring and training costs.

Ensuring adoption at every level of the organization

For franchise model organizations, the structure makes it difficult to track and ensure adoption of plans, programs, and tools. While corporate may have a brilliant campaign or innovative new technology, there is no guarantee that it will trickle down to the store and frontline employee level.





When organizations are not able to overcome these challenges, they face several other issues. Consumers have more choices than ever before. For every brand, there are several alternatives. If a customer has a poor experience at a store, they are easily able to head to another one to purchase a competitive product.

But how can franchisors ensure customers have a great experience every time?

More and more organizations are making the connection between employee engagement and customer satisfaction. The numbers don't lie:

- Organizations with highly engaged employees outperform their competitors by 147%
- Businesses that invest in employee experience are 4x more profitable than those that don't

- Companies with high engagement scores have 10% stronger customer metrics²

It's clear that when employees are happy, customers are happy. And when customers are happy, the business profits.

For organizations that want to grow in the tumultuous franchise market, customer loyalty and satisfaction are definite requirements. However, the way to get there

is not through archaic manual processes that don't offer any metrics or tracking ability. Instead, organizations need to look to a mobile-first digital workplace, so every franchise employee has everything they need in the palm of their hands.



Providing a consistent customer experience through operational excellence and strategic alignment

What are the three most important factors for attaining customer satisfaction? Consistency, consistency, and consistency.³ It's easy to impress

a customer one time, but it takes real skill and strategy to impress every customer at every franchise location, every time they visit.

Ensuring consistency doesn't happen by chance - it requires attention from senior leadership all the way down to frontline employees. A plan needs to be put in place to foster consistency on three critical levels of the customer experience:

- **Customer journey:** Businesses need to create processes for multi-touch journeys to enable customer satisfaction at each step.
- **Emotion:** Customers want to feel they can trust the sales associate. Emotional connection is crucial, and it cannot be faked.
- **Communication:** Every aspect of the organization's brand needs to be aligned, from the way customers are greeted to the POS advertising. It all adds up.

However, creating a consistent customer experience has many hurdles in a franchise organizational model. Franchises differ from organization to organization—some have wholesalers, others have licensors; some franchise owners own hundreds of locations while others may have just one. The commonality between all these organizations is that consistency is difficult to achieve.

NO DIRECT LINE OF COMMUNICATION

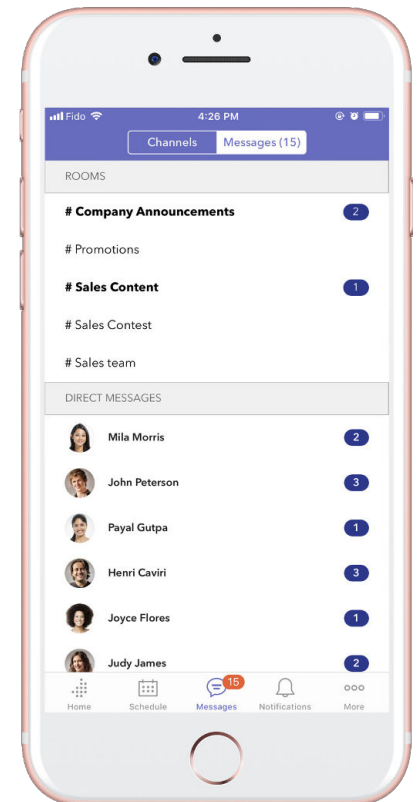
Head office often has no way to reach the frontline workforce directly. Even if corporate establishes guidelines and procedures that educate employees on how to offer customers a consistent experience, there is no way to share that information with the frontline in a way that is efficient and repeatable.

MANUAL PROCESSES AND PROCEDURES

Many franchise organizations still use paper-based manual processes. When a new campaign is being rolled out, it can take up to 3 months to communicate the information to the frontlines. Printing hard copies and mailing them to stores is costly and slow.

LACK OF TRACKING ABILITY

Being able to see which locations have received which communication, taken specialized training, or completed urgent tasks provides corporate with a way to measure success and ensure compliance. When this isn't possible, corporate is mostly steering the ship blind with no insight into how much information the frontline has.





A new path to consistency

Offering customers a consistent experience won't be possible as long as there is no connection between corporate and frontline workers. Instead, franchise

organizations need to take a different road that bypasses their current manual processes: a digital workplace.

TARGETED COMMUNICATION AND MESSAGING

Imagine being able to send company-wide announcements in minutes, with the ability to see who has read the message. With the WorkJam Digital Workplace, organizations can increase operational efficiency by providing highly tailored communication to various segments of the organization: tactical promotional details to the frontlines, promo revenue goals to store managers, and overall promotional strategies to regional managers. Time-sensitive updates, product launches, and merchandising information can be curated based on audience attributes, such as franchisee, geo-location, store offerings, employee function, and more.

DETAILED TASK MANAGEMENT AT EVERY LEVEL

With the ability to ensure key performance tasks are completed at every level of the organization, corporate can offer customers a more consistent experience regardless of which location they visit. Using written instructions and video tutorials, all franchise employees can accurately complete requirements. This way, organizations can ensure operational excellence by reviewing all task-related data by location or employee.

INSTANT COMPLIANCE AND REGULATORY UPDATES

When creating a consistent customer experience, it's essential for organizations to develop compliance requirements and ensure they are being met. Through the WorkJam Digital Workplace,

corporate and regional managers can track finished tasks, completed training, shared documentation, and project-related communication to see which stores are meeting regulations and which locations require improvement in creating a consistent customer experience.

The WorkJam Digital Workplace is designed to lead organizations to a consistent customer service model, focusing on the customer journey, emotional connection, and brand communication. With WorkJam organizations can also:

- Increase performance and reach by offering organizations a direct line of communication to every employee regardless of the franchise organizational structure.
- Improve productivity by creating repeatable plans and processes for campaigns, promotions, merchandising, and time-sensitive company updates.
- Save time and costs by automating processes such as task assignment and management, corporate communication, and content curation.



Developing loyal and engaged employees who are invested in their jobs

An organization's frontline is both its biggest asset and its biggest risk. After all, it's not the corporate employees who deal with customers day in and day out. It is the frontline team with whom the customers interact.

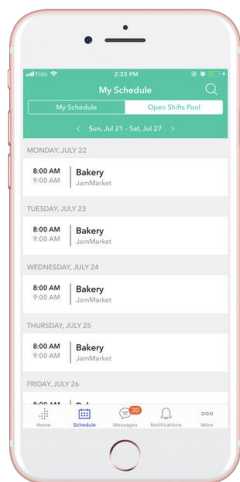
The customer's experience is tightly connected to the employee's experience. Teams that are highly engaged show 21% greater profitability than those that aren't.⁴

Employee engagement is more than just a few free snacks in the lunchroom or a shiny new foosball table in the warehouse. It's about a cultural shift from the top down that includes everything from employee training to brand development to internal communication.

However, franchise organizations consistently face obstacles that limit the engagement of their employees. The way the organization is structured makes it difficult for employees to feel like they are part of a greater whole. Many feel unsatisfied with their jobs and unhappy at work—which leads to poor customer service and experience.

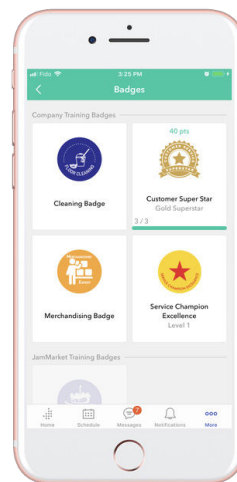
LITTLE CONTROL OF WORK-LIFE BALANCE

Over 60% of employees feel they are burned out on the job.⁵ Employees end up working shifts that don't offer them work-life balance. Many work multiple part-time jobs because they don't have enough hours at one location. Trading shifts or working at other locations is next to impossible.



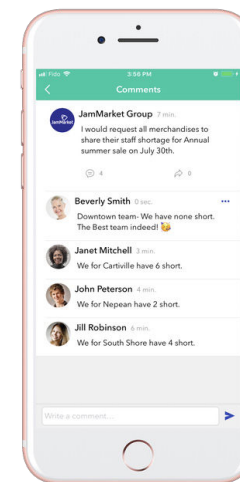
LACK OF INCENTIVES TO FURTHER CAREERS WITHIN THE COMPANY

Low employee engagement costs organizations money—\$550 billion a year to be exact.⁶ To succeed at work, employees want to feel invested in their organization and its mission. They want to feel like they belong there.



HIGH HIRING AND TRAINING COSTS

Attrition and turnover are increasing in just about every industry, and the franchise model is no different. As a result, organizations spend more on hiring and training new employees—who quickly leave—than developing the ones they already have. This creates a vicious cycle, at a high cost for the company.





Enablement and engagement start here

When frontline employees have lost their drive, it's time to focus on how to get it back. Employees want more than a few token t-shirts to feel

engaged—they want control and empowerment. And in return, they offer loyalty. A digital workplace can help organizations make that happen.

SELF-SERVE SCHEDULING AND SHIFT-TRADING

Frontline employees can control their financial freedom with an Open Shift Marketplace where they can easily pick up, trade, or give away shifts—all without engaging in a back and forth with managers. Employees can work at neighboring locations to increase their hours while offering managers much-needed coverage. Managers can simply approve or deny shift changes. Corporate can still maintain compliance with their internal and regional labor regulations while offering employees more flexibility and freedom.

ENGAGING REWARDS AND RECOGNITION PROGRAMS

Incentive and rewards programs are an integral part of building an engaged workforce. Not only does having such a program help employees to further their

careers, but it also exhibits empathy from the organization. 96% of employees believe empathy advances retention.⁷ Using a digital workplace to offer employees badges for completing training or tasks, and providing rewards for a job well done, shows employees that their organization values them. When learning brand guidelines, safety training, or planograms helps employees to earn rewards, they are more engaged when completing the tasks.

COMPANY-WIDE TRAINING AND EMPOWERMENT

Effective training is a critical cornerstone of employee engagement. Not only does it ensure employees are consistently and adequately trained across the board, but it also helps employees to feel like they are part of a greater whole. It builds camaraderie and trust—which leads to loyalty. With

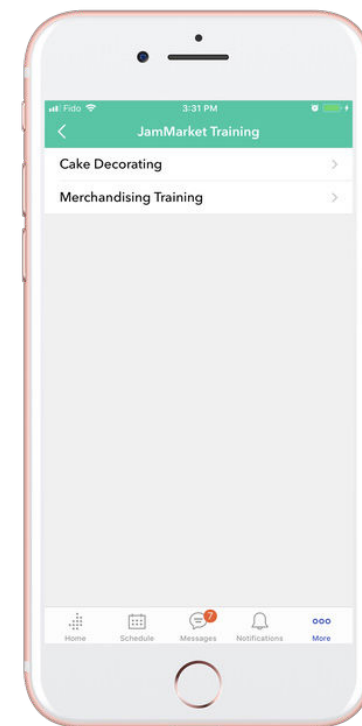
a digital workplace, corporate can not only create multi-faceted text and video training, but they can also deploy it to the right roles. Plus, a digital workplace gives the organization the ability to automatically track which employees and locations have taken the training—and are ready to serve their customers properly.

With the WorkJam Digital Workplace, franchise organizations can reduce attrition and turnover and increase retention for the long term. Building an engaged workforce isn't the only benefit. Organizations can also:

- **Reduce hiring and training costs** by developing the employees they already have and furthering their careers within the organization.
- **Create loyalty to the parent organization** by offering skill-building training, scheduling

flexibility, and open communication channels.

- **Improve profitability** by ensuring their employees are satisfied and have the tools and training they need to serve their customers better.





Ensuring the adoption of tools and programs at every level of the organization

It's no secret that franchise organizations are stuck in the 1990s—or even earlier.⁸ The technology, the tools, and the processes all require an update to bring them into the 21st

century. However, it's not an easy task when you're dealing with a complex business model where different sites offer customers diverse offerings.

Besides, the current technology many franchise organizations use is siloed and doesn't integrate well with legacy systems. Organizations have a separate billing system which doesn't communicate with the payroll system, which doesn't connect to the inventory system. Adding in another technology solution can seem cumbersome rather than helpful.

LACK OF INCENTIVES

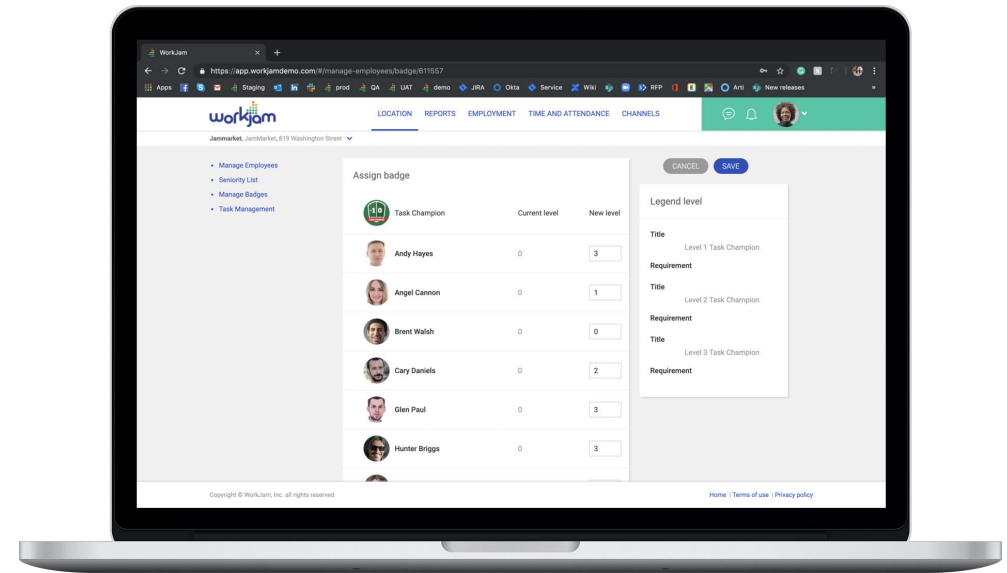
Rolling out a new solution—whether it's a technology or a process—requires gratification. It's imperative that every level of the organization benefit from it. Often, however, new technologies benefit only one area of the organization, rather than the whole.

TOO MUCH INFORMATION

Employees are bombarded with information from their managers, customers, and other sources. It's not possible for them to navigate a new system without a substantial level of personalization and curation. Many franchise technology solutions don't offer the ability to tailor to the employee function, causing "information overwhelm."

LOW ADOPTION RATES

Adoption is an issue in many franchise organizations when it comes to implementing technology. From corporate to regional managers or wholesalers, to franchise owners, to store managers, to frontline employees, there are a lot of levels to consider. If there is no incentive to use the technology, it won't happen.





A digital workplace where everyone wins

When considering how to offer customers a consistent experience while ensuring employee engagement, franchise organizations need to

look to a digital workplace that benefits every member of the organization.

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AN AGILE PLATFORM FOR ULTIMATE OPTIMIZATION

Franchise models are complex, and no organization is the same. Many franchises have regional differences where the structure of the organization requires something different in each locale. As a result, it's necessary to use an agile solution that can adapt to the unique needs of your whole organization, regardless of whether it's a wholesale model, traditional franchise model, direct, or something entirely different.

MOBILE-FIRST FUNCTIONALITY

People conduct their lives out of their smartphones, so there is no reason why they can't conduct business out of there as well. Expecting frontline employees to sit in the dingy back room to watch a training video or getting their shifts from a schedule posted on a corkboard is outdated. Instead, organizations need to empower their employees—at every level—to have digital and instant updates in the palm of their hands.

EASY CURATION AND PERSONALIZATION

Regardless of the size and structure of the franchise organization, content curation and system personalization are key. Frontline employees require different functionality than corporate staff, which differ again in their needs from franchise owners. As a result, it's

imperative to have one solution that can be customized based on employee function, geo-location, and much more.

WorkJam Digital Workplace has been globally implemented by some of the world's largest franchise operations. With the ability to configure the platform for any situation, franchise organizations can have peace of mind that the right information is going to the right employees—at the right time. As a result, franchise organizations can:

- **Increase brand advocacy** by presenting a consistent experience every time through organizational alignment and direct communication with employees.
- **Reduce turnover** and save on the costs associated with hiring and training new employees by offering incentives, badges, rewards, and recognition to increase engagement.
- **Increase productivity** at all of levels of the organization, by speeding up the time to market for campaigns, promotions, and other programs.



Digital Workplace in Action at Shell

Shell, the world's largest fuels retailer, utilizes WorkJam to ensure its frontline workers are highly engaged and expertly trained so that they can give

customers a memorable and consistent experience every time.

With over 500,000 Service Champions at their 43,000 sites across the globe, it used to be challenging to ensure consistency at any level of the organization. Shell serves over 25 million customers daily, so it was vital for the retailer to offer an experience that encouraged brand loyalty.

While Shell sells over 200 billion liters of fuel each year, that is not its only offering. Many of its locations also sell coffee, sodas, snacks, and some have expanded food offerings. As a result, creating a consistent experience—through training, communication, and task management—was difficult, to say the least.

In 2006, Shell established a standard that it wanted all their Service Champions to follow at each one of its locations. It encompassed everything from how to greet a customer to

how to promote products. By 2011, Shell had implemented this standard so effectively that it was too precise. The customer feedback indicated that employees seemed robotic. While Shell's Service Champions were ticking all the boxes, they were just going through the motions. Customers were able to tell that there was no drive or passion. Shell's customer feedback showed that they were looking for service that was genuine, authentic, and personal.

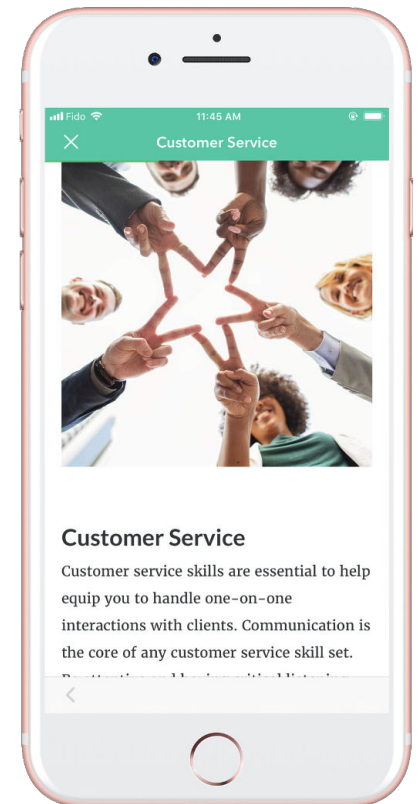
HOW DO YOU TRAIN EMPLOYEES TO BE MORE GENUINE, AUTHENTIC, AND PERSONAL? YOU DON'T.

Instead, Shell realized that the best way to improve their customer satisfaction was to increase employee engagement. The Service Champions were losing their drive—and it showed. Shell

conducted employee surveys and learned that the Service Champions were not happy at work, they wouldn't recommend Shell to their friends, and they were not satisfied in their jobs. This was a major problem, so Shell developed the Welcome to Shell program. One of the fundamental goals of this company-wide initiative was to ensure that every customer left feeling like they were a distinguished guest. The way to do that was to engage their frontline staff so that they felt empowered to provide the best customer service possible.

Together with WorkJam, Shell implemented the Welcome to Shell program across all its sites. The results have been phenomenal:

- **Employee engagement:** Shell increased employee engagement by providing a direct line of communication

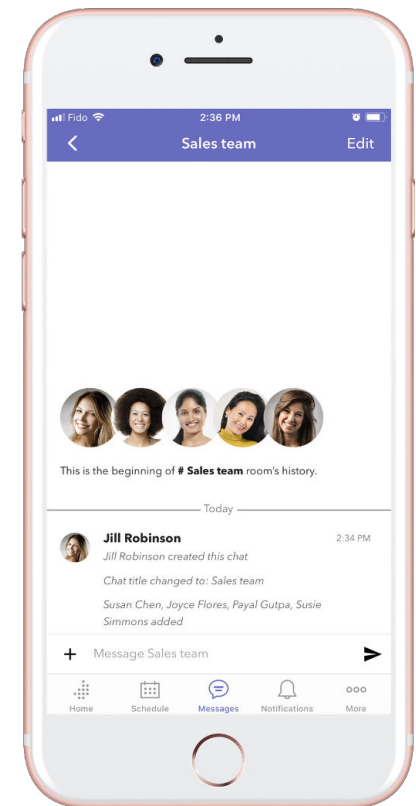
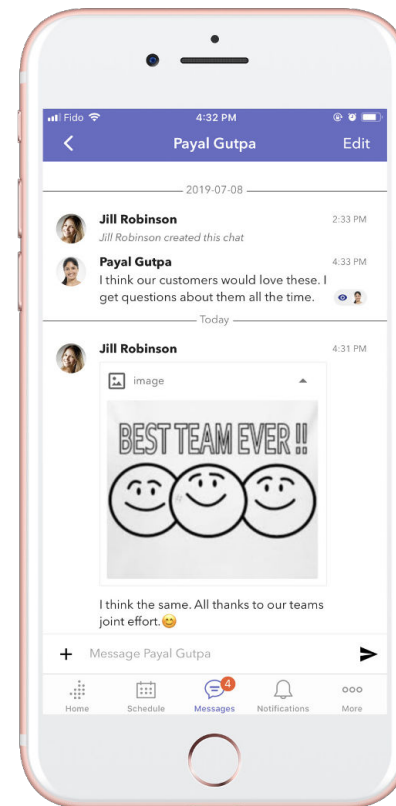


with WorkJam between corporate and frontline workers. This enables corporate to share important company news and training with all Shell staff. Corporate, regional managers, and franchisees can easily track training completion and compliance to ensure their staff is ready for upcoming promotions and campaigns.

satisfaction. Frontline employees are no longer robotic—they are genuinely interested in helping customers feel like a distinguished guest. And it benefits them too: employees receive badges, rewards, and recognition for their work. Gamifying the experience creates a level of competition that encourages employees to perform at their best, which all benefits the customer.

With WorkJam, Shell is able to meet its overall goal of providing a consistent experience across all 43,000+ locations. Regardless of whether a site only sells fuel or has a full snack section and food other offerings, the Service Champions have the training, support, and tools they need to deliver on the company's value promise successfully. Every level of the organization benefits, which encourages adoption throughout.

- Productivity and efficiency:** Prior to using WorkJam, it took Shell 3 months to roll out a campaign to 1,000 stores. With WorkJam, they have increased productivity immensely. Staff are ready to start a campaign within one month, and managers can track which Service Champions have the knowledge they need to serve their customers best.
- Customer satisfaction:** All of this results in higher





WorkJam for Franchise

Considering a digital facelift for your organization? You're not alone. 95% of organizations agree that a digital workplace is important in business.⁹

The retail landscape is shifting, but franchise organizations don't need to fall behind. Replacing manual processes with a digital workplace enables franchise businesses to accelerate their

growth by focusing on three areas that are critical to success:

- Offering a consistent customer experience—at every location on any given day
- Developing an engaged frontline workforce that is loyal and invested

- Ensuring adoption of new technologies at every level of the organization

Experienced in working with a range of franchise organizational structures, the WorkJam team can easily configure the platform based on the unique needs of each business. Regardless of the size or structure of your franchise, WorkJam offers

personalization and tailored curation based on the specific criteria for your organization.

When WorkJam is in the palm of your employees' hands, every level of the franchise organization wins.

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

[Request a Demo](#)



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