



Franchisor Case Study

Marketing and Merchandising Communications directly to each frontline associate is more than just a convenience for this franchise retailer.

How WorkJam Helps Fuel a Great Customer (and Frontline Worker) Experience.



Q: As a global leader in oil and gas, What's one of their top priorities?

A: Consistently excellent customer service across all service stations worldwide.

Success Story Summary:

- The challenge: Because of their franchise model, the workers representing the brand are not direct employees; thus, they are precluded from accessing the contact information of all their frontline workers. It was impossible to make sure all of their associates had the tools and training they needed to meet the customer's standards. But they did know turnover was very high.
- They turned to WorkJam, trusting their experience in the complexities of the franchise environment. With WorkJam, the organization could open a direct line of communication with associates while remaining in full compliance and helping staff become more informed and more engaged as part of the corporate family.
- After the excellent results of the initial rollout, this convenience store operator expanded WorkJam into other countries, navigating 25 different languages, different legal requirements, and additional branding capabilities. Communications were clear, open, informative, and engaging, bringing staff together around a familiar brand and purpose. Training

delivered LMS based SCORM courses and provided a clear understanding of what their associates needed to know.

- Then, COVID-19 hit, and clear communication wasn't just important – it was potentially lifesaving. This convenience store operator rose to the challenge, using WorkJam to share helpful safety and infection control documents, videos, photos, and chat with their customer-facing staff.
- Now, not only do the associates at their gas stations provide a consistently excellent customer experience, they provide an always safe and trouble-free one.

**Before WorkJam:
Fractured Franchise Communication**

Our customer is one of the largest companies in the world and one of the "supermajor" oil and gas companies. They operate in over 70 countries and has 44,000 retail sites worldwide.

"As a Franchisor, before WorkJam, we had zero relationships with the people most responsible for our brand's interaction with the public. Now we have a hotline to the frontline in real-time, and it shows in retention rates & sales improvement. This was also a critical lifeline during COVID".

_____ *- Global Retail Manager* _____

Knowing that when it comes to beating the competition, nothing is more significant than consistently excellent customer service, they aim to 'treat everyone like a guest.'

To deliver on that goal, the organization needed to make sure that every frontline employee was informed and on board.

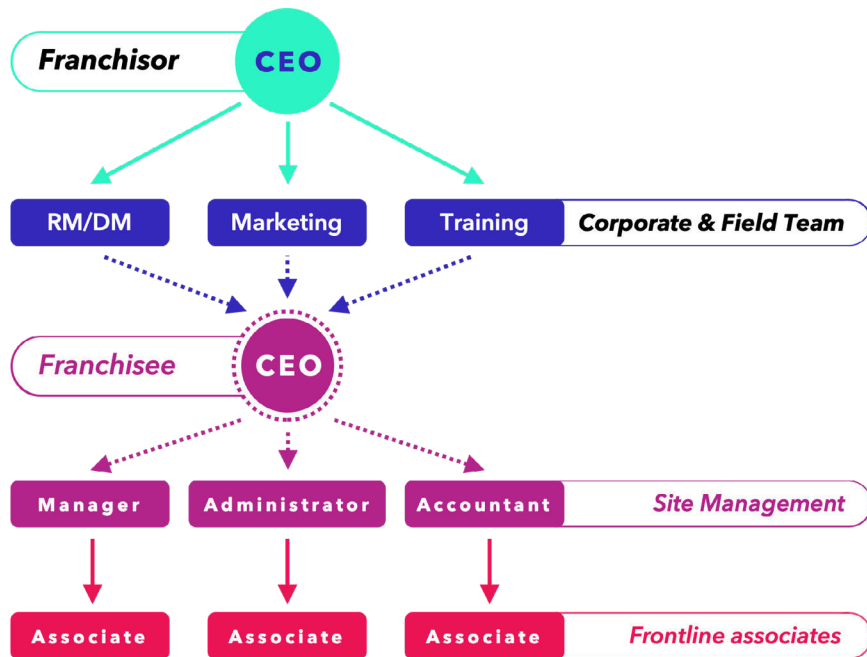
However, that was easier said than done.

Their franchise structure operates under a license model, with local distributors and retailers owning each service station location. In many cases, the legal parameters of the licensing agreement forbade the franchisor from gathering or retaining any personal or contact information on frontline workers.

They had absolutely no way to reach all of their brand representatives directly. They could share communications and training materials with site management but had no way of ensuring that this material was being delivered – or understood – consistently.

Because of this natural bottleneck created by the franchise dynamic, the organization faced the risk of frontline associates operating under different levels of understanding when it came to mission-critical elements like brand consistency and customer experience. Additionally, busy franchisees found themselves facing limited time in the day for administrative tasks like training, rewards and recognition, and internal communications.

In addition to the fact that frontline associates were hard to reach, there was a severe problem with worker engagement, and turnover was high. This convenience store operator needed to open up the lines of communication and engage the frontline directly. But how?



Franchise communication before WorkJam

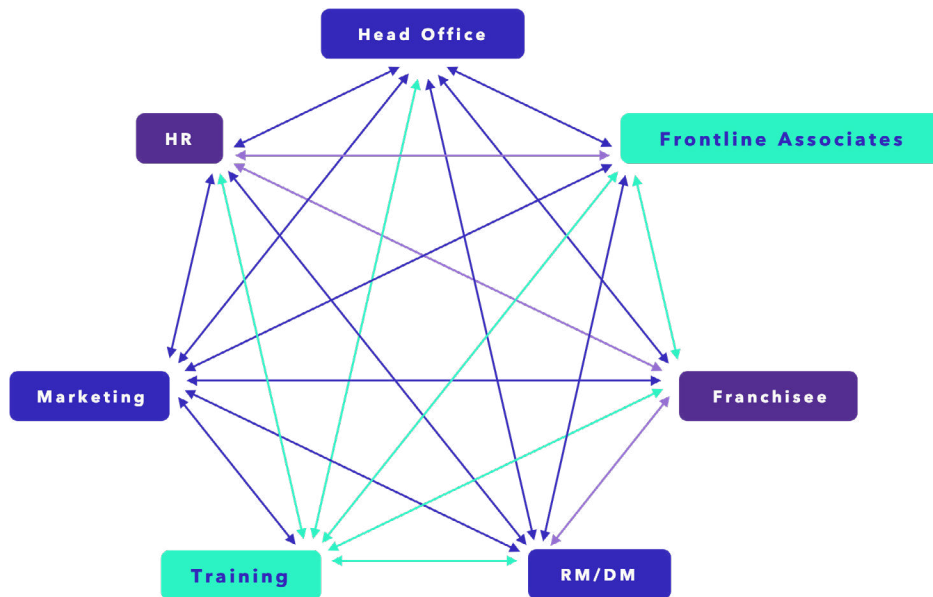
"We needed a direct connection with frontline associates. Better customer service, better engagement, better retention - it all depended on being able to set up secure, direct, and effective communication with staff."

- Global Retail Enablement Manager

With WorkJam: Cooperative and Collaborative Communication

Leadership knew they needed a way to communicate with frontline staff, but their wish list was daunting:

- They needed to train and communicate with frontline employees, even though they had no contact information for them.
- They needed to improve associate engagement, help staff feel heard and valued and create a sense of community while still leaving each franchisee in control.
- They needed a solution that would work even in areas with spotty or non-existent internet.
- They needed a platform that could be extremely flexible when it came to branding, as some WorkJam implementations needed corporate branding while others needed to be branded to their particular franchisee.
- Additionally, they needed to address the fact in the absence of a better option; associates were using unsanctioned and unsecured platforms (like Whatsapp and Facebook Messenger) to communicate work-related information with each other, putting the company's compliance and cybersecurity at risk.
- They also hoped for a way to replace its 14 existing cumbersome e-learning platforms.



Franchise communication and collaboration with WorkJam

- And they knew that whatever they put in place, success depended entirely on how agile and fun the user experience would be.

This convenience store operator wanted to implement a comprehensive system that would standardize the channels of communication, standardize associate resources, franchisee onboarding, and, ultimately, the entire customer experience.

It was a tall order.

"Part of driving exceptional customer service on a global scale is ensuring all associates have the same resources, training, and information, no matter where in the world they're located. Being a franchisor makes that challenge much more complicated, which is why we were pleased to discover WorkJam's depth of experience in the franchise environment."

— **Global Retail Enablement Manager** —

Our customer was impressed by what WorkJam was offering to them:

- Realtime communications
- Targeted training
- Upskilling the frontline
- Surveys and insights
- Task management

Plus, WorkJam would be easily accessible via associate's mobile phones or web devices, without corporate needing to have any access to personal information, and—importantly—without individual franchisees having any access to each other's employees.

Opening Up the Lines

Cohesive Communication

This convenience store operator decided to implement WorkJam in Greece first, starting by using WorkJam as a basic communication tool to obtain feedback. From there, it expanded to Training & Rewards. A few months later, they rolled WorkJam out to Mexico, Canada, then the Philippines and Hong Kong, and later, the United States, Indonesia, and Hungary.

In each implementation, the WorkJam functionality and communication channels were customized for each franchisor agreement and each jurisdiction's legal requirements, so parameters could easily be set around who could talk to whom.

After implementation, the company saw some immediate benefits:

- A reduction of associate turnover
- A greater sense of community and collaboration

"We're able to maintain global service standards, communicate around those standards, and really ensure our associates are delighting our customers at every point of contact. We also have a number of new products and promotions, and WorkJam provides the perfect platform for us to educate and engage frontline staff around that."

- Global Retail Enablement Manager

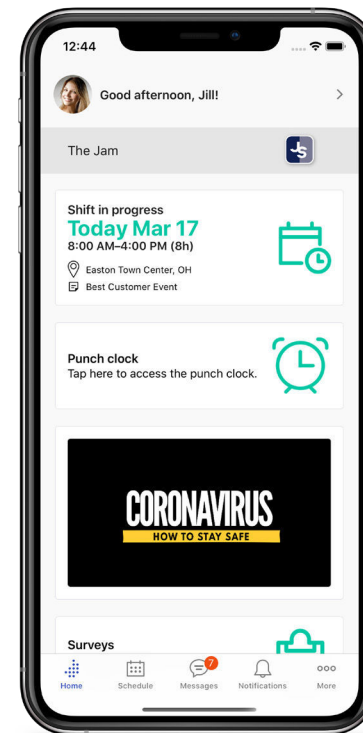
- Elimination of the use of WhatsApp and other unsupported solutions for internal communications
- WorkJam enabled the consolidation of its training systems significantly
- Engaging e-learning around health and safety, global service standards, and new product information with leader boards and gamification.
- Product training resulted in staff achieving higher revenue
- Clearly communicated franchisee onboarding and training
- Significant reduction of safety incidents due to better-trained associates
- A much easier time managing legal and regulatory requirements, such as associates' compliance with petroleum certifications, increasing the pass rate granted by secret shoppers

All of these, unsurprisingly, led to much better employee engagement.

Frontline workers also enjoyed managing their own schedules and handling their own shift swaps. They were motivated by the badges and rewards they earned through training and recognition. And they appreciated receiving clear, multi-media task management guidelines.

Things were going great. And then COVID-19 hit.

Service and Safety



Crisis Communication

44,000 retail sites. 25 different languages. Multiple time zones.

And a global pandemic.

Communications had taken on a new health & safety dimension: cascaded real-time information to all associates was mandatory. This led the way to reinforce their strong, consistent culture of safety down to the frontline.

Corporate sprang into action, using the existing WorkJam platform to establish a response and recovery program. Like a

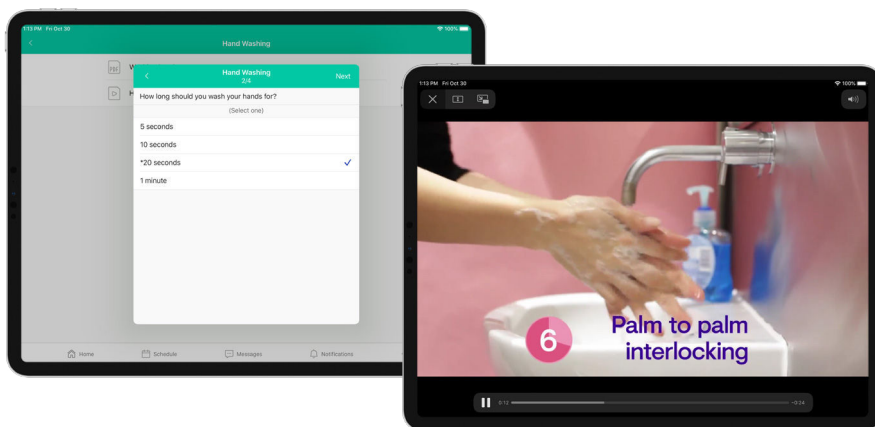


HOW WORKJAM HELPS FUEL A GREAT CUSTOMER (AND FRONTLINE WORKER) EXPERIENCE.

well-oiled machine, the organization sent out daily updates with read receipts and engaged in real-time communication, both one-on-one and in channels, always ensuring that every single employee had the right information.

Additionally, what was the right information varied greatly, depending on each market's local COVID-19 management guidelines. They were able to segment targeted communication, allowing them to share site-specific information with associates. The analytics provided by WorkJam made it easy to select the best time of day to share crucial information.

Micro-trainings, checklists, tasks, and store walks were another significant component of our customer's plan. For example, Canada created a dedicated channel called "We Are Together" with information being provided in



Central Canada's retail district manager visited store sites in his region that had done a great job implementing the new safety measures. On these visits, he created videos sharing associates' best practices and tips. Instead of unclear, inconsistent communication, his district—and every district—received comprehensive training, tips, videos, content, and support.

both official languages (English and French). What kind of content were they sharing? Here's an example:

Notably, the communication wasn't solely one-way: Employees were asked to share their open and honest feedback, questions, and concerns. Whether an associate was receiving pushback from customers about the safety measures or had some suggestions on how to implement the new tasks more easily, there was always an open channel of communication for their frontline workers to have their voices heard and to find support.

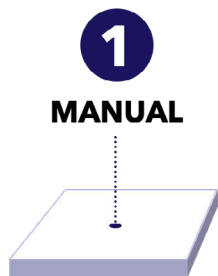
"It's clear that we're going to come out of the COVID challenges stronger, and we're going to leverage WorkJam even further. We're going to use it to help us accelerate our go-forward plans, treat our customers like guests, better manage our costs, drive health and safety, educate and manage our associates, and make certain day-to-day tasks are being executed to standard. WorkJam has set us ahead by leaps and bounds."

- Global Retail Enablement Manager

Workforce Orchestration

Our convenience store operator set themselves up for success from the start. Their deep commitment to an exceptional customer experience drove their decision to improve frontline communication, training, task management, and more. They set out clear and high standards for the solution they chose and settled for no less.

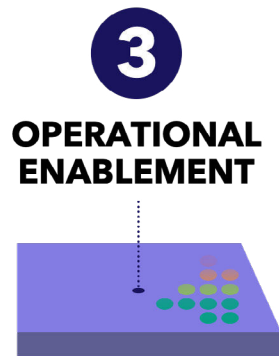
They wholeheartedly devoted energy and resources to a successful implementation. And when the crisis came, they cared about their people.



Everything shared via word of mouth, the break room or back room PC



Staff has mobile access to communications and some information.



Staff learns what to do when and act with real-time task management progress visibility & location audits.



True operations planning and management with automated processes that "self-heal" as the inevitable employee churn happens

Together, it was possible.



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