

Learning
Technology
Use Case:

Franchisee and Store Training



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Current State

A strong, consistent training message is important in any organization, but when it comes to delivering training to an extended retail environment, it is critical. Whether a network of stores, restaurants or dealerships around the country — or around the globe — customers expect a consistent experience. Brands must ensure employees in globally distributed locations know and adhere to the standards set by the parent organization. This has been heightened by the pandemic environment. Customer satisfaction ranks as the highest concern for businesses post-pandemic.



Top 5 Post-Pandemic Business Strategies (Ranked 4 or 5 on a 5-point scale)

93% Customer satisfaction

Revenue generation **87%**

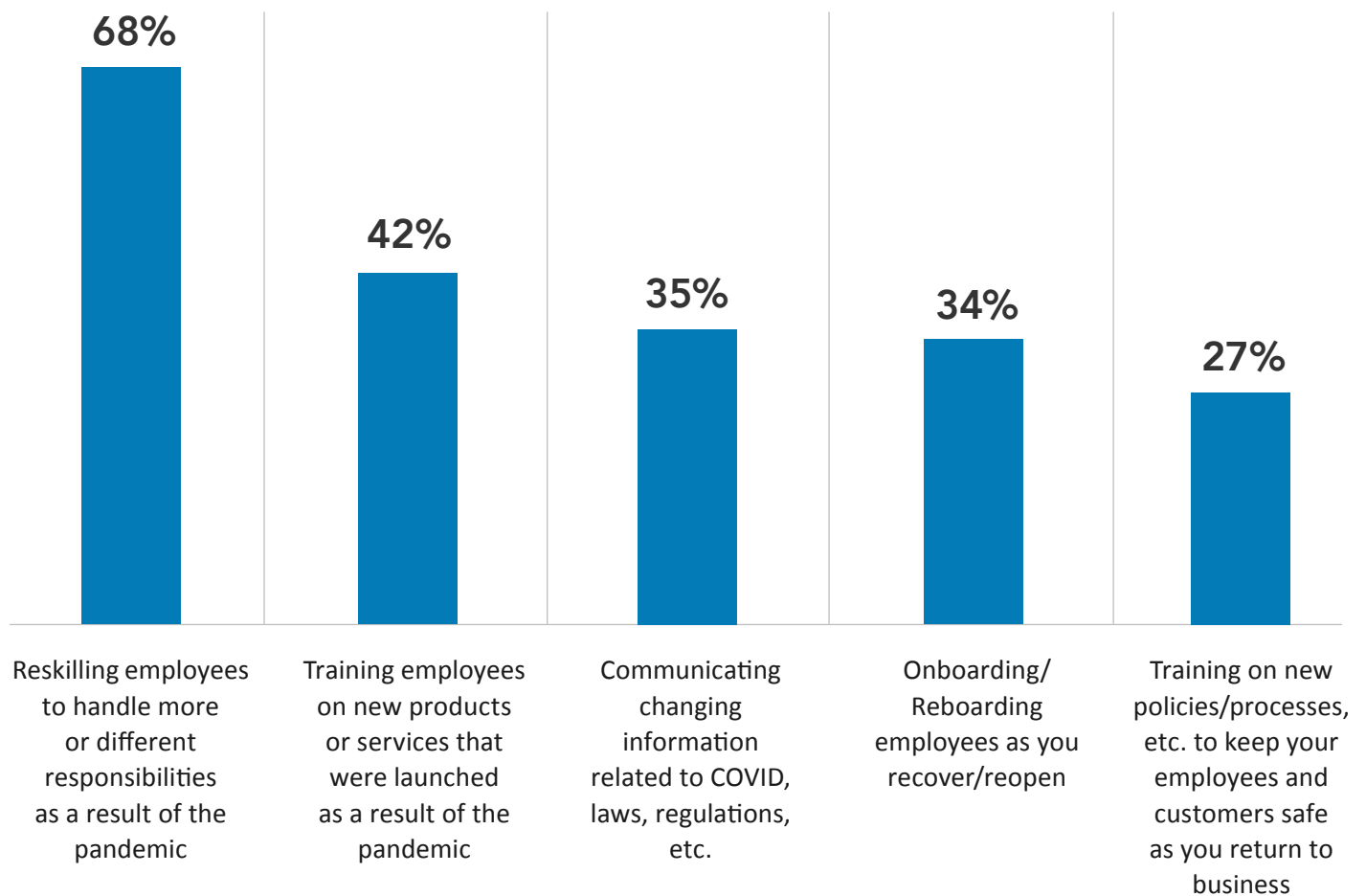
83% Sustain strong communications across the enterprise about organizational mission and business conditions

Safe return-to-work strategies (onsite) **80%**

Source: 2020 Brandon Hall Group, HCM Outlook Study

The ongoing pandemic created a new set of training priorities. Employees in retail locations need to be trained on how to operate under new safety guidelines. Additionally, as the pandemic outlook shifts, these stores must be able to react quickly as they reopen and/or expand locations. According to Brandon Hall Group's *Learning 2021 Pulse Survey*, several priorities will greatly impact store training as companies emerge from the pandemic.

Post-COVID Areas of Focus

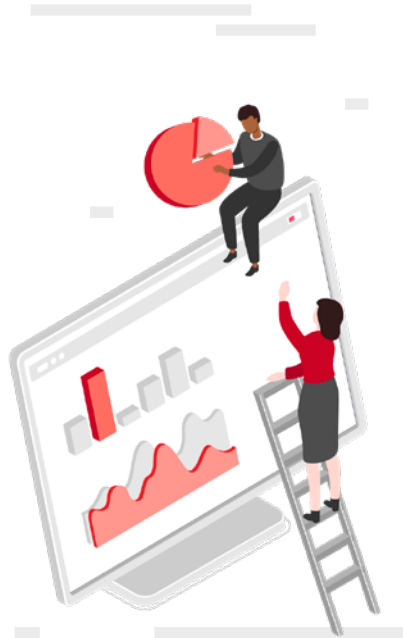


Source: Brandon Hall Group, Learning 2021 Pulse Survey

Complexities

The consistency companies seek in their internal learning efforts can be more challenging in franchise models, where many of the stores are not owned by the organization. Brandon Hall Group's 2020 *Extended Enterprise Learning Study* found that 30% of companies provide training to resellers and franchisees.

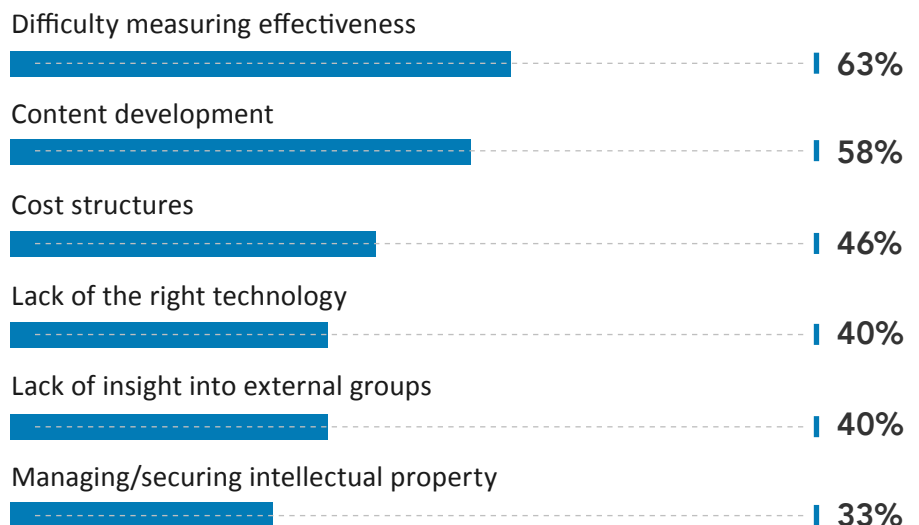
Left to their own devices, franchisees may adopt their own training methods, resulting in an inconsistent customer experience across locations. Customers would not know that “their” store is not owned by the brand parent, so they would not understand why things are done differently. A consistently positive customer experience requires standardized training across all locations. Failure to build a successful franchisee and store training program could result in inconsistent quality, operational inefficiencies and a loss of brand loyalty.



These types of training audiences have a wide range of characteristics that complicate the process, including:

- Multiple brands and product lines
- Thousands of locations
- Multiple field organizations
- Multi-role learners
- High turnover

Franchisee Training Challenges



Source: 2020 Brandon Hall Group, Extended Enterprise Learning Study



The biggest challenge companies face with the training they deliver to stores and franchisees is in measuring its effectiveness.

Manually tracking training is painful, time-consuming and unscalable, requiring HR and learning and development managers to constantly check-in and follow up with employees who did not complete required courses.

This lack of visibility and insight into these groups leads to errors and the quality of service suffers when policies and procedures are not followed. Adherence to training requirements should be a collective responsibility where training is created and mandated from corporate headquarters,

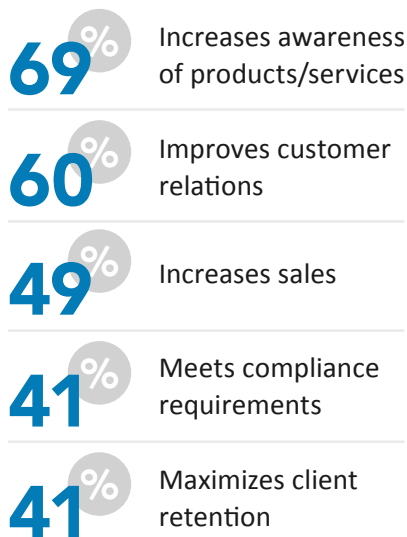
driven by individual store managers and delivered to employees through an intuitive and self-driven learning experience.

Additionally, 40% of companies say they simply do not have the right technology in place to properly train their stores and franchisees. This severely hampers their ability to create and deliver engaging, impactful training for a complex network of learners. The right solution(s) will address this, as well as simplify tracking and reporting.

Consequences

Companies with multiple consumer-facing locations need a strong and consistent training strategy to deliver a positive customer experience. The organization's business can depend on how well its location employees are trained. Brandon Hall Group's *Extended Enterprise Learning Study* found that companies that do this well are recognizing multiple benefits.

How Store/Franchisee Training Helps the Business

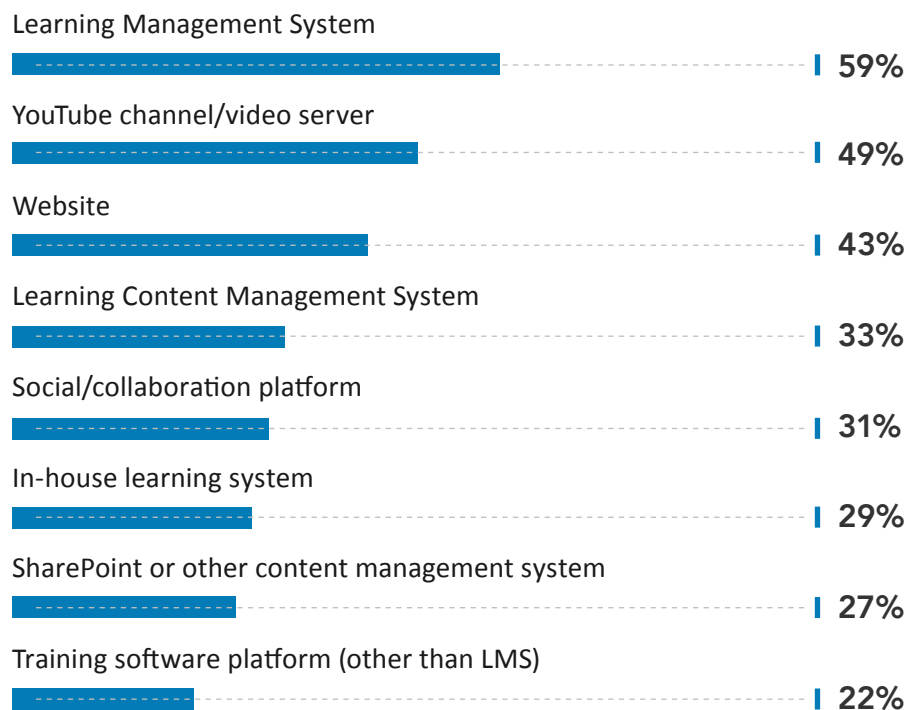


Source: 2002 Brandon Hall Group, Extended Enterprise Learning Study

Overall, about 60% of companies that deliver franchisee training say they are either satisfied or very satisfied with the effectiveness of their efforts.

A big driver of effectiveness, though, is technology. More than 80% of companies say that technology is the main reason for the effectiveness of their franchisee training.

Systems Used for Store/Franchisee Training



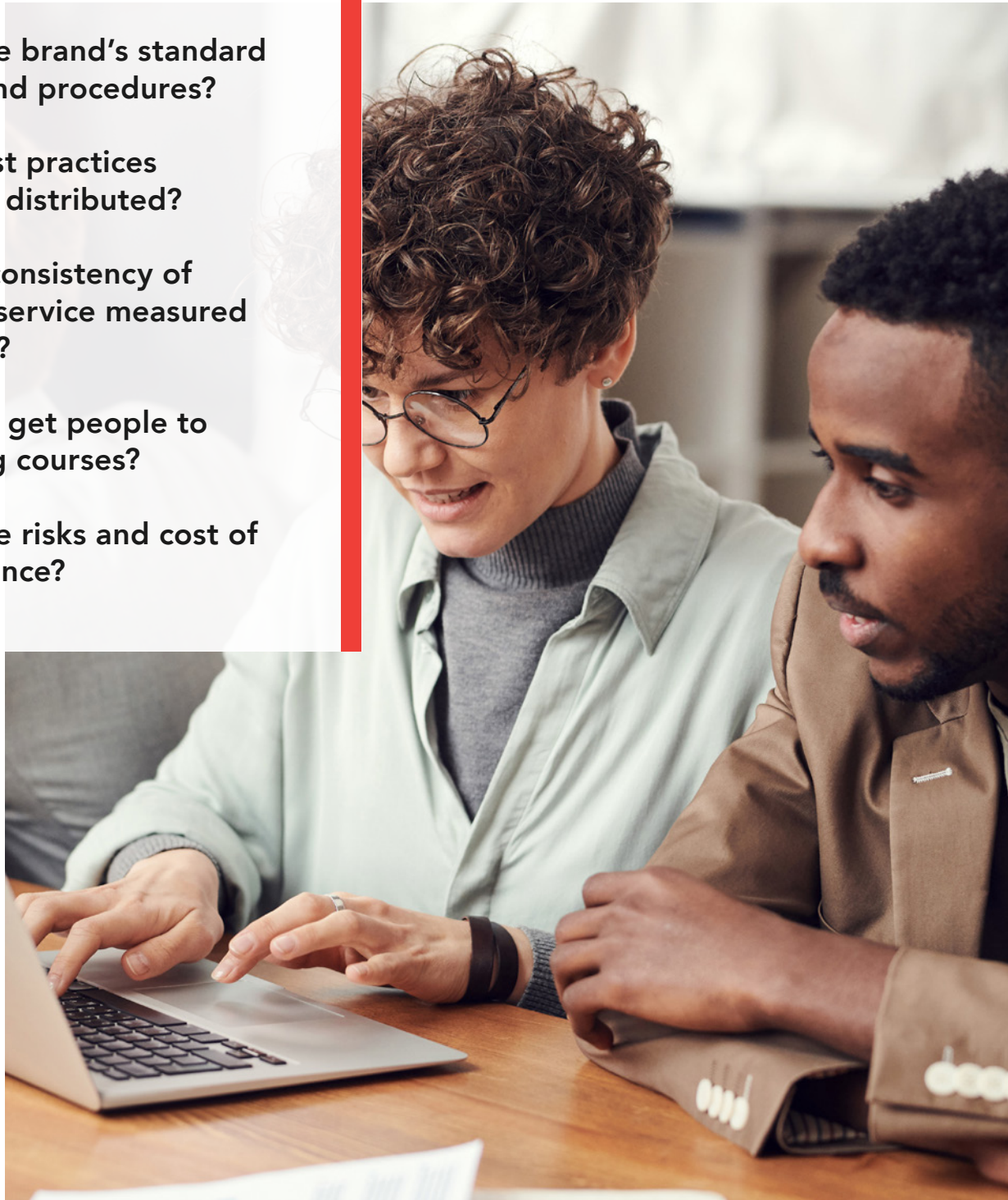
Source: 2020 Brandon Hall Group, Extended Enterprise Learning Study



Critical Questions

Organizations seeking to improve their store and franchisee training must address these key issues:

- **What are the brand's standard processes and procedures?**
- **How are best practices created and distributed?**
- **How is the consistency of quality and service measured and tracked?**
- **How can we get people to take training courses?**
- **What are the risks and cost of non-compliance?**



Brandon Hall Group POV

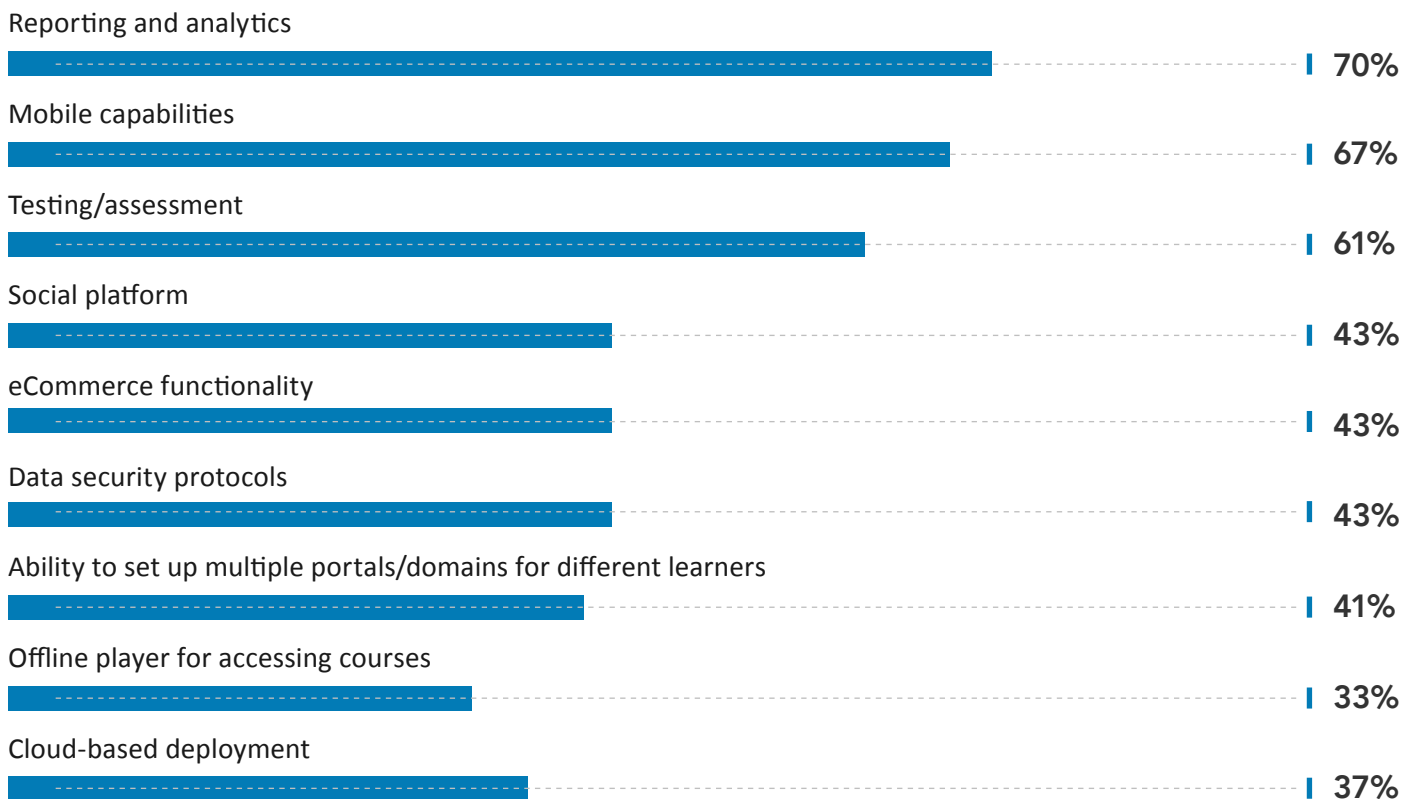
■ Leveraging the Right Technology

In a fast-paced, high-turnover retail environment, it is critical to get learners engaged with training and up to speed quickly. Learning must be targeted, personalized and engaging and designed to be consumed in as

little time as possible while delivering specific outcomes that are immediately relevant and recognizable to the learners. With measurement of this kind of training being such a huge challenge for organizations, it is not surprising that one of

the key requirements for a technology solution is robust reporting and analytics features. Companies with multiple locations should be able to monitor the business KPIs around training, as well as consistency and quality of service.

Most Important Technology Characteristics



Source: 2020 Brandon Hall Group, Extended Enterprise Learning Study

The nature of the retail workforce also requires mobile capabilities.

Employees are frequently not seated at a desk with ample time to log into a training program on their computer. They must have access to knowledge and resources when and where they need them.

Additionally, compliance is critical to ensure each location is measured by the same standards. A technology solution should be able to get the most up-to-date information to the workforce quickly and consistently, and track who is in compliance.

Another layer of complexity that the right technology can address is the need for training administrators to authorize franchisee or store leaders to manage access, assignments and reporting locally. By doing this, the company can build a programmatic approach to franchisee and store training that is managed centrally but driven by individual store managers. This enables training administrators to manage thousands of partners and locations with relatively low effort, while ensuring seamless access to information and functionality for all users.



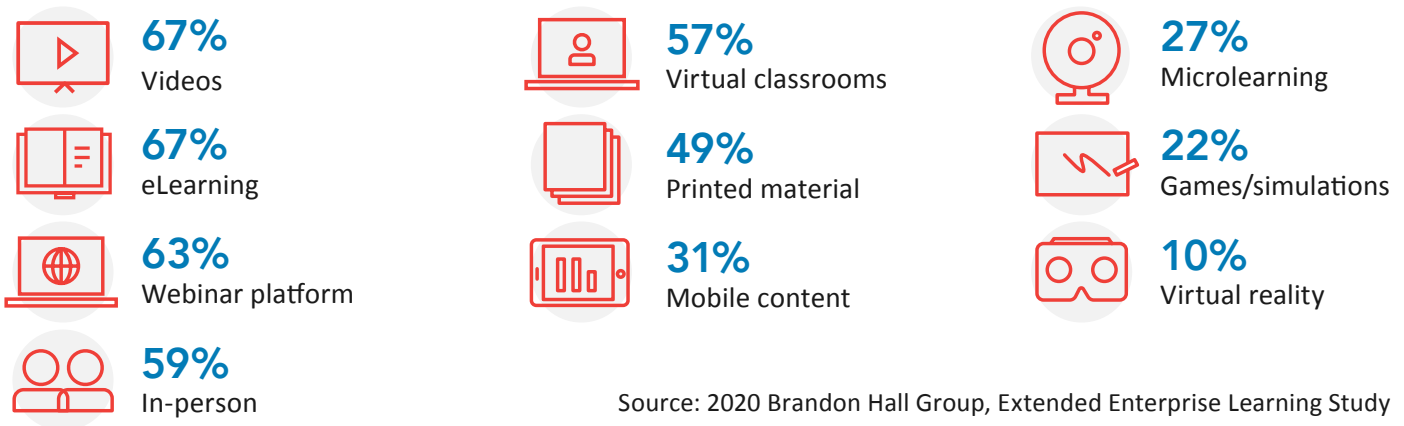
■ Delivering the Right Experience

Despite the need for consistency and standardization, training for stores and franchisees still must include a self-driven, personalized learning journey. Having the right technology in place allows a company to provide a much

stickier and engaging training experience. In the data for technology characteristics, we see that social and mobile capabilities are important. These elements help create a better training experience and one that employees will likely feel more connected to.

While a great deal of store training traditionally occurred in-person, the onset of the COVID-19 pandemic has seen that drop off considerably. Companies are more likely now to use videos and eLearning modules for training.

Modalities Used for Franchisee and Store Training



Source: 2020 Brandon Hall Group, Extended Enterprise Learning Study

■ Track, Measure, Repeat

Measurement is critical. Without the proper data and insights, it is impossible to understand training's impact on store employees. If the goal of the training is consistency across the brand, a lack of measurement means never knowing if the goal is being achieved. Enrollments and completions aren't

enough. Learning needs to be tracked by corporate headquarters, franchise owners or store managers.

Additionally, the data collected from the training can be fed into other organizational systems like schedulers, warehouse solution and more. This

can provide the company with actionable insights into how franchisee and store training impacts quality and sales. Brands can use this information to improve training, address roadblocks and ultimately predict, improve and standardize quality and sales performance in real-time.

Key Takeaways



- Effective training ensures that employees are up-to-speed on the latest policies, procedures and best practices dictated centrally by the corporate brand.
- Store training must be consistent across all properties — company-owned or franchise.
- Tracking and reporting should be automated and simplified.
- An intuitive, personalized learning journey is critical to give employees the knowledge and information they need when they need it.
- Give store leaders levels of administrative autonomy.

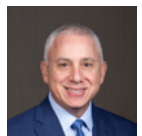
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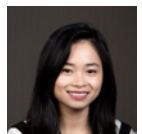
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About Adobe Learning Manager

Train employees, partners, and customers effectively with a modern digital learning platform. Deliver a personalized learning experience that encourages discovery and consumption. Take advantage of rich analytics that enable effective decision making. Embed learning in the flow of work by integrating the LMS with other enterprise platforms via a robust API framework.



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About Brandon Hall Group

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