

Leadership for high performance in franchising

'Preparing for a better future'



PACK X SEND®

As goes the leadership team – goes the rest of the firm



- Strengths and weakness of a company can be traced back to the cohesion of the executive team and their levels of:
 - Trust
 - Competence
 - Discipline
 - Alignment
 - Respect
- Getting the right people in the right positions (from staff to franchisees) is the most important job of the CEO and executive team.

Become an Employer & Franchise company of Choice



- Company Culture: the term given to shared values and practices of employees and franchisees.
- Evidence is irrefutable – strong culture leads to:
 - Superior performance
 - Attracts higher quality employee and franchisees
 - Better aligned organisation
- A strong culture is driven by handful of core values

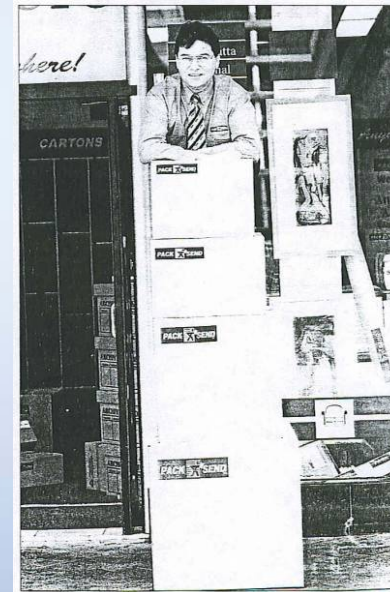
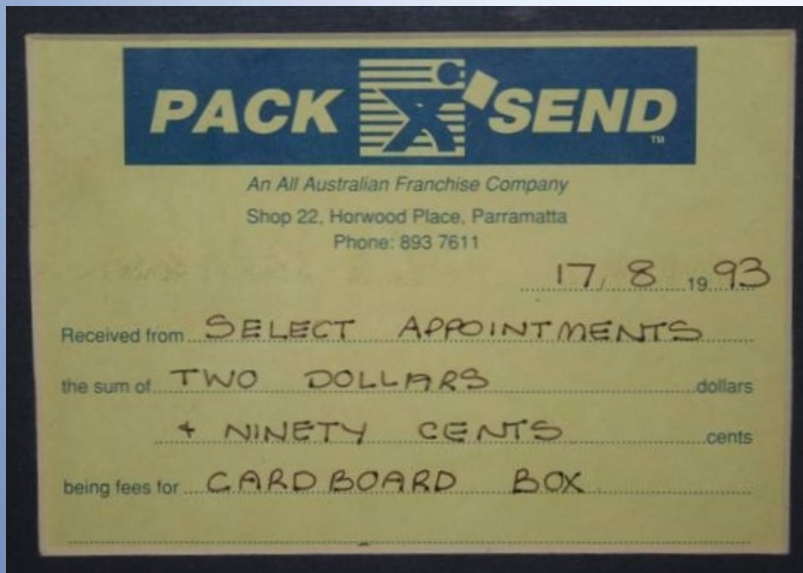
Building a strong Culture

- Practical Tips -



Construct a belief system in the brand – passion and pride

- Don't underestimate the power of your creation story



Building a strong Culture

- Practical Tips -



The Power of 'Words'

- Words (e.g. '*No Limits*') – can be very powerful when continually reinforced within an organisation.
- Keep repeating the words – and act in ways that are consistent with what it means.

Building a strong Culture

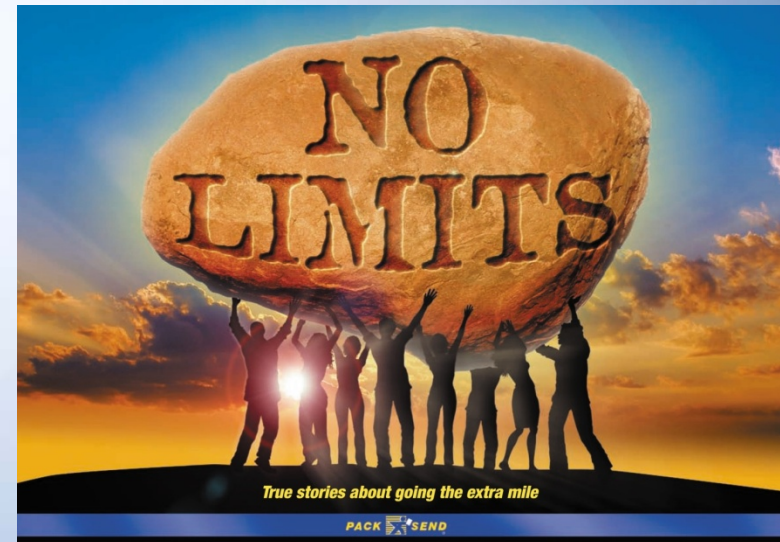
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Get Creative – Keep things Fresh

Find different ways to deliver the same message – Over and over.

- Storytelling – everybody enjoys a good story and most great leaders teach through parables or storytelling
- Publish your real life stories



Building a strong Culture

- Practical Tips -



Develop your own Code of Conduct manual

- Outline the highest standards of behaviour required by Staff
- For example:
 - How we help franchisees to succeed
 - How we help each other to succeed
 - How we choose & work with suppliers
 - How we safeguard our assets
 - How we fulfill wider social responsibilities

Practices

Principles

Values

Our Code of Conduct

PACK & SEND

Recruit People that fit your Culture



- The Golden Key to successful franchising is the *Interviewing* of potential franchisees and their *Selection*.
- Select people that show evidence of past behaviour being in alignment with your culture.
- Don't 'sell' franchises – rather 'grant' franchises to qualified applicants.
- Successful franchisee selection is largely dependent on your ability to say 'no'.

Selecting Franchisees that fit your Culture

- Practical Tip -



- Use web based 'candidate profiling' systems based on best practices in:
 - Psychometric testing and Behavioural interviewing
- Such systems measure attributes such as:
 - Business Acumen
 - Computer Literacy
 - Personal Presentation
 - Stamina
 - Reliability
 - Communication Skills
 - Team Leadership
 - Drive for Success
 - Openness to Growth
 - Practical Intelligence
 - Family and Social Support
 - Personal Organisation
 - Emotional Resilience
 - Cooperation
 - Optimistic Outlook
 - Service Orientation
 - Sales Orientation

What does your Brand stand for?



- People give meaning and life to a brand – not clever marketing campaigns.
- It's important that your people understand what the brand stands for!
- Brand growth needs to be achieved with brand integrity.
- Focus on *Brand Alignment*
 - When the total customer service experience rings true to what the brand stands for
 - When things LOOK – SOUND – FEEL - BEHAVE like they should.

Brand Integrity

- Practical Tip -



- Implement a Brand Alignment Standards Manual
 - Sets the standards and ensures everything your people do – is consistent with what the brand stands for.

- Standards include for example:
 - How emails should look
 - How phone is answered
 - How staff should look
 - How to handle customer complaints



Make Training a Priority



- What % of your total Operating Expenses is dedicated to training?
- Businesses with formal and ongoing training programs perform better than those who do not.
- Every person associated with the Brand (franchisees and their staff) all need *ongoing* training.



Make Training a Priority

- Practical Tip -



- Implement E-learning
 - Tailored web based training courses
 - Highly efficient ongoing training method
- The ability to have franchisees and their staff accredited for specific training programs.
- A tool that can ensure your customers experience a high standard of service that is consistent and uniform across your network.

E-Learning – How it works



Menu



Help



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The four (4) key steps

Follow the four (4) key steps to ensure each Foam-in-Place job meets the Pack & Send company standards.

Click on each picture for full instructions.



1

Add initial foam



2

Place on film



3

Add more foam



4

Final product

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Continually Invest in Business



- Franchisees need the tools to boost performance
 - We need to continually earn the right to be successful
 - You can't maintain the status quo – competitors (now or in the future) will not let you
 - For Franchisors that means a commitment to the ongoing investment and improvement in systems and infrastructure.
- The business system needs to be continuously improved.

Continually Invest in Business

- Practical Tip -



- Develop an economic model that supports ongoing investment.
- Ask questions as to how technology can help your business model.
 - Productivity
 - Benchmarking
 - Marketing
 - Social media
 - Point-of-Sale systems
 - Communication
- Be proactive in understanding what technology is out there to help.

Leadership for High Performance Summary



- Prepare yourself for a better future by:
 1. Ongoing building of a strong company culture
 2. Use selection systems that recruit people to ‘fit’ the culture
 3. Implement a Brand Alignment program – to ensure peoples behaviour is consistent with your marketing messages.
 4. Make Training a Priority for *everyone* – use the power of web based learning.
 4. Commit to ongoing system investment – giving franchisees the tools to boost performance.