

# Driving **Learning Success** in a Franchise/Partner Environment



# Table of Contents

Current State .....	3
Complexities .....	5
Consequences.....	7
Strategies for Success .....	9
Key Take-Aways .....	13
Authors and Contributors .....	14
About Brandon Hall Group.....	15

## Current State

Creating, delivering and measuring effective learning programs is already difficult, but when your learning audience consists of disparate groups of non-employees, it can become extremely challenging. In a franchise model, both employees and customers need a standardized, consistent experience, even if the locations have multiple different owners. In a fast-paced, high turnover environment, good training can mean the difference between success and failure.

Delivering a strong, consistent training message is important in any organization, but when it comes to delivering training to an extended workplace environment, it is critical. Whether a network of stores, restaurants or dealerships around the country — or around the globe — customers expect a consistent

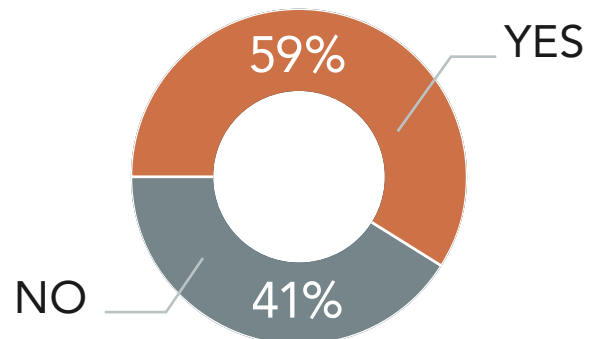
experience. Brands must ensure employees and partners in globally distributed locations know and adhere to the standards set by the parent organization, even if the locations have different owners.

Brandon Hall Group's 2022 HCM Outlook Survey found that **improving the customer experience** is one of the top three priorities for organizations.

Surprisingly, L&D is often not involved in or aware of all the training their company provides to external audiences.



**Do you use your learning technology ecosystem to support training and education for non-employees?**



Source: Brandon Hall Group, Learning Technology Ecosystem Study

The ongoing pandemic created a new set of training priorities. Employees in customer-facing locations had to be trained on how to operate under new safety guidelines. Additionally, as the pandemic has shifted, these frontline workers have had to react quickly as they reopened locations. According to Brandon Hall Group's Learning Pulse Survey, several priorities will greatly impact store training as companies continue to emerge from the pandemic.



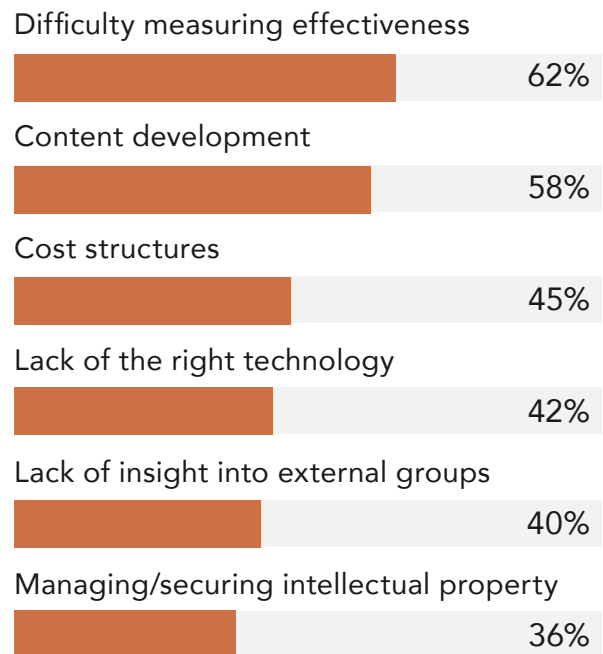
# Complexities

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. 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
- > Hundreds or thousands of locations
- > Multiple field organizations
- > Multi-role learners
- > High turnover

## Franchisee Training Challenges



Source: 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 being 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.

Most companies rely on very basic tools to measure the effectiveness of the training they provide to franchisees. Even though 62% of them believe their franchisee training efforts are either effective or highly effective, most of that sentiment is based on course completions, tests and surveys.

## Measuring the Effectiveness of Franchisee Training

Course completions



Assessments



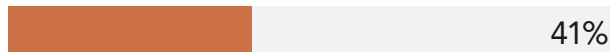
Surveys



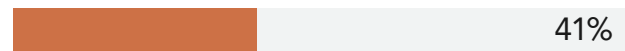
Learner feedback survey



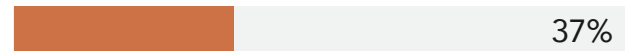
Questionnaires



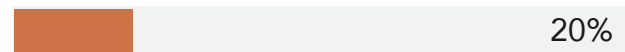
Testing



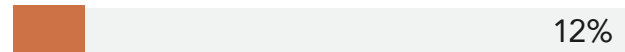
Performance data



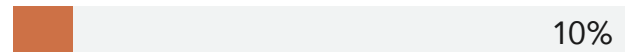
Enrollments/program launches



Level of support interactions

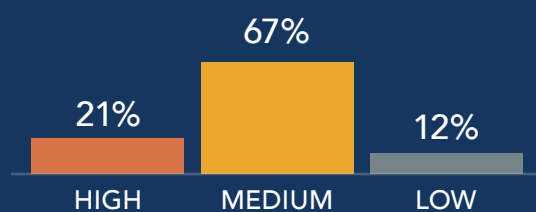


We don't



Source: Brandon Hall Group, Extended Enterprise Learning Study

## Technology As the Main Factor in the Effectiveness of Franchisee Training



Source: Brandon Hall Group, Extended Enterprise Learning Study

We also see that 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:

Increased awareness of products/services

69%

Improved customer relations

60%

Increased sales

49%

### How Store/Franchisee Training Helps the Business

Source: Brandon Hall Group, Enterprise Learning Study

41%

Meet compliance requirements

41%

Maximized client retention

A big driver of effectiveness is technology, and

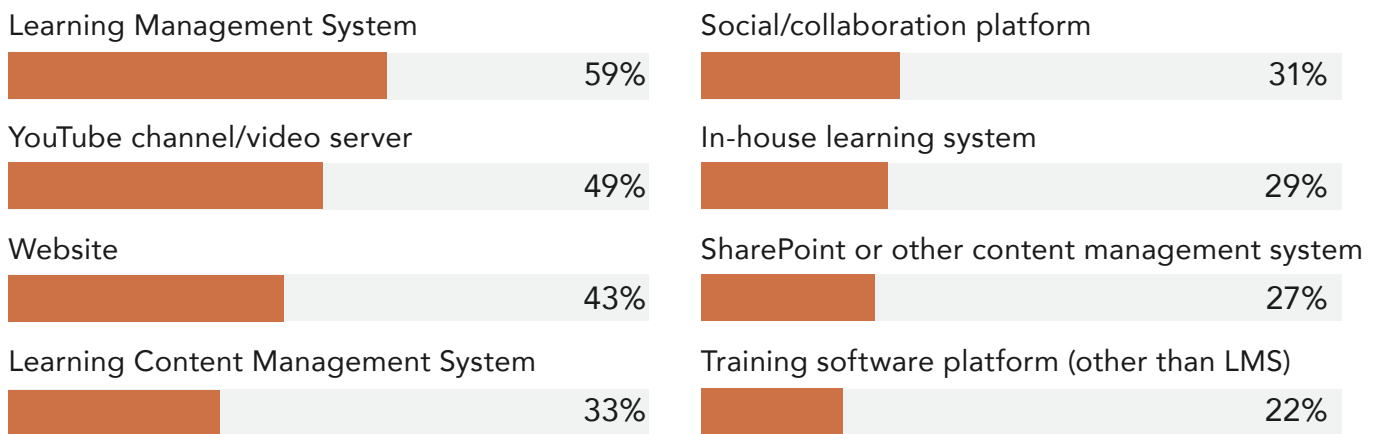
**88% of companies**

say that technology is the main reason for the effectiveness of their franchisee training, at least to a moderate degree.



There are a wide array of tools and platforms companies rely on to deliver this training, with the LMS being chief among them. But because these audiences are different than internal employees, we also see things like video servers, websites and collaboration tools being leveraged as well.

## Systems Used for Store/Franchisee Training



Source: Brandon Hall Group, Enterprise Learning Study

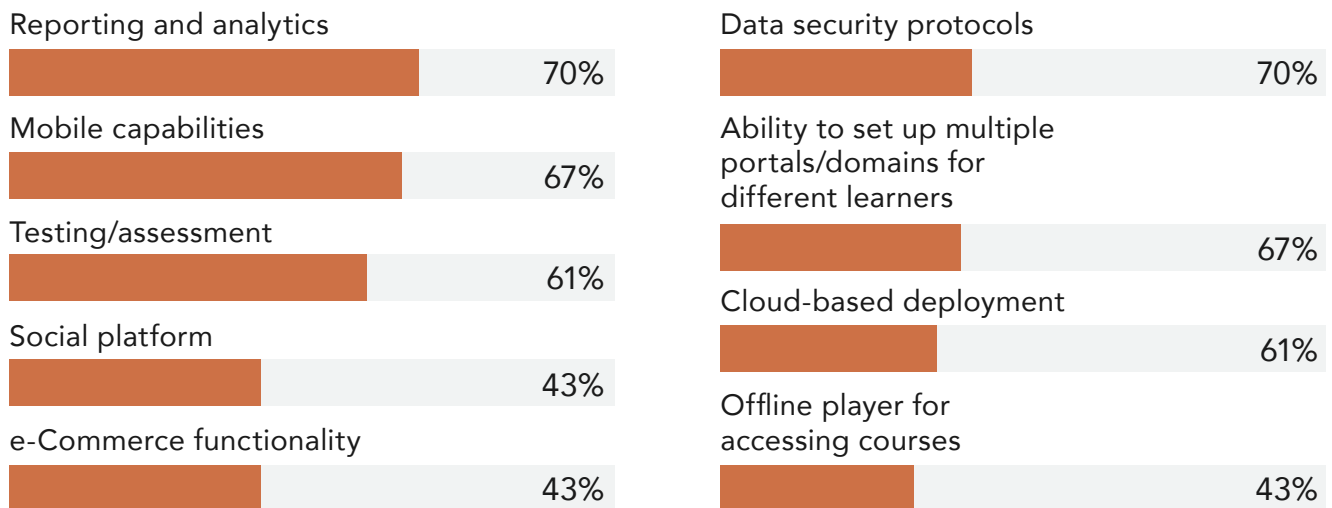


# Strategies for Success

## Leveraging the Right Technology

In a fast-paced, high-turnover franchise environment, it is critical to get learners engaged with training and up to speed quickly. Learning must be targeted, personalized and engaging, as well as 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: Brandon Hall Group, Enterprise Learning Study





The nature of the franchise workforce also requires mobile capabilities, as employees are 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. Any technology 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 franchisees 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.

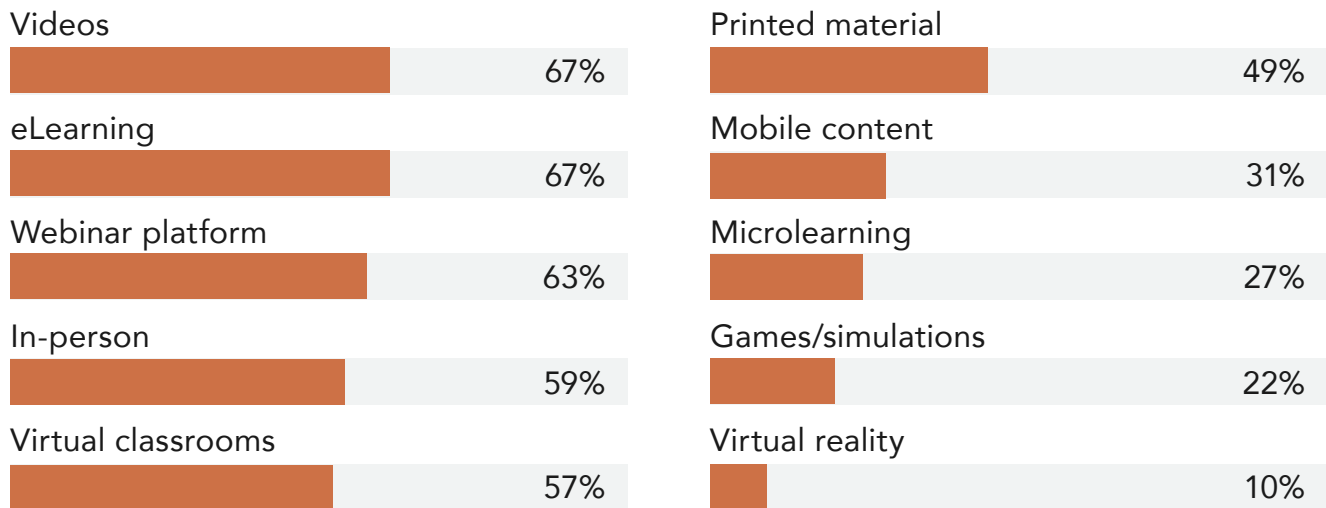
## Delivering the Right Experience

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 more 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 Store and Franchisee Training



Source: Brandon Hall Group, 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. Instead, an organization could track online reviews of the various locations and look at training outcomes at locations with negative reviews. If those locations have lower completion rates and/or low assessment scores compared to those with better reviews, it shows a correlation between the training

and the customer experience. Direct action can be taken through training to improve customer satisfaction in those locations.

The data collected from the training can be fed into other organizational systems like schedulers, warehouse solutions 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 Take-Aways



### Effective training

ensures that employees are up-to-speed on the latest policies, procedures and best practices dictated centrally by the corporate brand



### An intuitive, personalized learning journey

is critical to give employees the knowledge and information they need when they need it



### Store training

must be consistent across all properties — company-owned or franchise



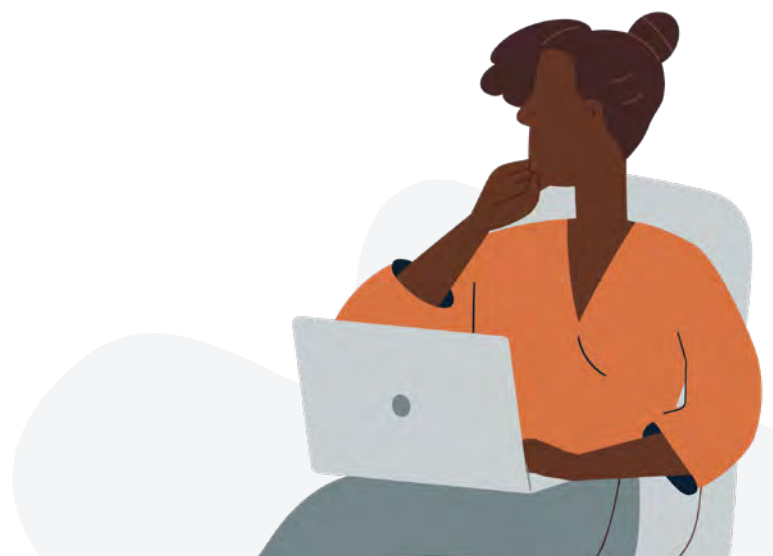
### Give store leaders

levels of administrative autonomy



### Tracking and reporting

should be automated and simplified



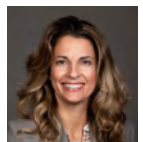
## Authors and Contributors



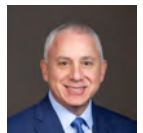
**David Wentworth** ([david.wentworth@brandonhall.com](mailto:david.wentworth@brandonhall.com)) wrote this report. He is Principal Learning Analyst at Brandon Hall Group, focusing on all aspects of learning and the technology that supports it. David has been in the human capital field since 2005 and joined Brandon Hall Group as senior learning analyst in early 2012.



**Mike Cooke** ([mike.cooke@brandonhall.com](mailto:mike.cooke@brandonhall.com)) contributed to this report. He is CEO and Principal HCM Analyst at Brandon Hall Group. Mike has more than 20 years' experience in human capital management and the research, software and technology industries. Before running Brandon Hall Group, Mike was co-founder of AC Growth, a research and consulting firm, and VP and General Manager of Field Operations at Bersin & Associates, a global analyst and consulting services firm in all areas of HCM.



**Rachel Cooke** ([rachel.cooke@brandonhall.com](mailto:rachel.cooke@brandonhall.com)) is Brandon Hall Group's Chief Operating Officer and Principal HCM Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 15 years and held several key management and executive positions within the Talent and Learning Research and Performance Improvement industries.



**Michael Rochelle** ([michael.rochelle@brandonhall.com](mailto:michael.rochelle@brandonhall.com)) contributed to this report. He is Chief Strategy Officer and Principal HCM Analyst at Brandon Hall Group. Michael leads a wide range of advisory support and strategic engagements for Fortune 1000 and small-to medium-sized organizations as well as leading and emerging solution providers across the HCM industry. Michael has more than 30 years' experience in HR, IT, sales, marketing, business development and strategic and financial planning in Fortune 500 and venture-backed start-up organizations.



**Richard Pachter** ([richard.pachter@brandonhall.com](mailto:richard.pachter@brandonhall.com)) edited this report. He is the Content Manager at Brandon Hall Group and is responsible for editing all types of content related to research. He has experience as a journalist, copywriter, editor, marketer, blogger and social media marketing manager. He also served as the business books columnist for the *Miami Herald* for more than a decade.



**Emma Bui** ([emma.bui@brandonhall.com](mailto:emma.bui@brandonhall.com)) is the Graphic Design Associate at Brandon Hall Group and created the graphics and layout for this report.

# About Brandon Hall Group

With more than 10,000 clients globally and 28 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

## Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

## Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

## Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

## Excellence Awards

Two annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

SOME WAYS  
WE CAN HELP

### ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.