



# Mini Forum Findings



[www.franchisereationships.com](http://www.franchisereationships.com)



## MINI FORUM

# *Staying Connected to What's Happening in the Field*

### WHAT ARE THE BEST WAYS TO KEEP IN TOUCH WITH FRANCHISEE CONCERNS?

1. Work to gain franchisees trust, respect and make a true connection.
2. Understand and communicate what's important to the franchisee — The Me Impact!
3. Regular and effective communication.
  - Timely, factual and reliable information.
  - Regular and relevant written updates (the style guided by the franchisees).
  - Quick and punchy SMS where appropriate.
  - On-line communication methods — increase its use.
  - Planned calls and visits with franchisees.
  - Sending communication which requires a response.
  - Balance types of communication — email, phone and group communication.
  - Conference call link ups with operations or a group of franchisees.
4. Forums — formal and informal.
  - Foster information sharing between franchisees at meetings.
  - Hot Business Topics — sharing knowledge and ideas.
  - Group Scoop method for change initiatives.
  - Gaining franchisee ideas and commitment to new initiatives.
5. Marketing and other Head Office team members to get out into stores and work with the franchisees.
6. Internal publication — Franchisee Success Stories, hints and tips etc.
7. Conduct Yearly Franchisee Effectiveness Survey- listen, make decisions, take action and create positive change.
8. Active franchisee participation in National Conferences and quarterly meetings.
9. Engage and communicate with franchisee team members.
  - Conduct education and information sessions.
  - Gain ideas and suggestions on current and future marketing programs.
  - Implement Marketing Coordinator program in stores (team members)
  - Information and feedback on hot issues i.e. retention.



## MINI FORUM

# *Creating Synergies Between the Marketing and Operations Teams*

HOW DO YOU GET MARKETING AND OPERATIONS PEOPLES TO SUCCESSFULLY DELIVER YOUR MARKETING PROMISE?

1. Where possible, sit the operations and marketing teams close together in the office so they can talk and share ideas easily.
2. Ensure there is clear understanding of each team's roles and responsibilities and the value they add to the business.
3. Set relationship/ role boundaries and expectations — these may need to be revisited on occasion.
4. Marketing to ensure the operations team clearly understands the vision, values, brand promise and how to bring it to life operationally.
5. Involve operations in trialling of new products and giving their feedback of the impact to the operation of the business.
6. Include operations team in marketing processes before it goes live.
7. Communication policy guidelines e.g. recognising franchisee busy periods.
8. Before each National Promo or event, conduct a conference call to brief the operations team on the goal, mechanics and detail.
9. Commit to a yearly planning day between the operations and marketing teams.
10. Regular time allocated for the Marketing team to spend time "on the road" with the operations team.
11. Formal and informal meetings with operations — sometimes the best outcomes come from spontaneous chat.
12. Work with the operations teams to develop the tools to engage the sales teams on the front line.
13. Operations team helping to raise the marketing profile in the market with franchisees.



## MINI FORUM

# *Gaining Franchisee Buy-In to Marketing Programs*

### HOW DO YOU GET FRANCHISEES TO IMPLEMENT LOCAL AREA MARKETING AND EFFECTIVELY MONITOR RESULTS?

1. Brand ambassadors — involve them in marketing decisions, reward them and get them to sell back to group.
2. Online survey of last year's programs — take action on feedback.
3. Store communication — survey what the franchisee want and then try to deliver it.
4. Top Performers Club — communicate the success and create aspiration amongst other franchisees to be part of the club.
5. Store Ranking System — helps to focus franchisee on buy-in and implementation.
6. Plant the seeds early so franchisees can get committed and enthusiastic towards the program — effective involvement and execution.
7. Gain feedback from franchisees and team members on effective reward programs and communication methods.
8. Effective and powerful team communication to team members through posters, intranet, etc.
9. Field Marketing Managers — help in-store execution and monitor for compliance.
10. Effective use of franchise advisory committees.
  - Create a clear system for how it works at all levels.
  - Select rather than vote — create a fair and objective selection system.
  - Ensure ideas are communicated to the whole network.
  - Be more consultative.
11. Sharing best practice — newsletters, rewards/awards and magazine.



## MINI FORUM

# *Getting Franchisees to Implement Local Area Marketing Programs*

### HOW DO YOU GET FRANCHISEES TO IMPLEMENT LOCAL AREA MARKETING AND EFFECTIVELY MONITOR RESULTS?

1. Set regular times to be at the coal face assisting franchisees — get involved in what they do every day so you can understand it.
2. Demonstrate the value of local area marketing to franchisees via meetings, best practice, success stores.
3. Use successful local area marketing franchisees as coaches to help others.
4. Conduct local area marketing planning sessions with both the operations team and the franchisees.
5. Write local area marketing training manual for franchisees.
6. Conduct regular training for franchisees on implementing LAM or coaching on how to approach local businesses, etc.
7. Engage the operations team in all things LAM, ask their feedback, share ideas they see working in the field.
8. Make marketing funds available for local activity.
9. Use external LAM professional to understand franchisee business and coach franchisee with local plans.
10. Personalise local communications.
11. Offering variety of products customised to suite certain outlet (think local) to suit customers.



## MINI FORUM

# *Exceptional Execution of National Marketing Promotions*

### HOW DO YOU SUCCESSFULLY IMPLEMENT A MARKETING STRATEGY AT STORE LEVEL?

1. Golden rules for promotions.
  - Link to company values.
  - Good prior research.
  - Make it aspiration.
  - An understanding and communication of all areas of compliance.
  - Licensing for trade permits.
  - Keep it simple and effective.
  - Make it exclusive and desirable.
  - Clear timelines.
  - High perceived value to customers and franchisees.
2. Effective franchisee communication.
  - Timely and effective communication — style guided by the franchisees.
  - Ensure the stores get their promotional material well in advance.
  - Training sessions where possible to get them excited.
3. Effective team member communication.
  - Team buy-in from team meetings communicating the new promotion.
  - Training sessions with tactile learning — let them see, feel, taste the product.
  - Get their feedback on how best to implement in store.
  - Ask for a team member to take charge of the P.O.P and store decorations.
4. Marketing team to get out into stores during promotions — makes franchisees feel special and that we care.
5. Feedback to the system regarding National Promotion implementation and results in the first week.
6. Have franchisee Brand Ambassadors out in the stores during the promotion to help coach franchisees to ensure effective execution.
7. Incentives for franchisees and team members.
  - Get their feedback about would be perceived good value.
  - Instant rewards for store visits.
  - Keep incentive relevant to brand values.



## MINI FORUM

### *Getting Technical Minded Franchisees to Sell*

HOW DO YOU CREATE A CULTURE WHERE TECHNICAL MINDED FRANCHISEES ARE OPEN TO BECOMING SUCCESSFUL SALES PEOPLE?

1. Understanding the 2 different skills.
  - Review the 2 skills in detail — sales vs. technical.
  - Understand how each skill has an impact on the business.
  - What can be taught? Sales skills or technical knowledge.
  - Decisions made about the percentage needed to be a successful franchisee.
2. Review franchisee recruitment processes.
  - Review brand image? What does it tell potential candidates?
  - Review sales spiel for candidates — does it have a balanced explanation of sales skills and technical knowledge needed.
  - Ensure there is an objective assessment made on the candidates skill during the recruitment process.
  - Be aware of how training may need to be structured to ensure both skills are trained — sales and technical.
3. Training.
  - Build a sales culture — at all touch points for the franchisee.
  - Putting a technical spin on sales training.
  - Specific training programs to address both skills.
  - Tailored training plans for specific individual needs.
  - Cross pollination of franchisees skills, knowledge and experience.
  - What tools/technology can be incorporated to minimise franchisees personal technical skills?
  - Engaging suppliers to conduct some product knowledge with franchisees.
  - Suppliers getting on the road or in the office with franchisees to help with product knowledge.
  - Implementing and executing effective sales skills and product knowledge training for the franchisees team members.
4. Communication.
  - Regular and timely.
  - Publication — Success stories from franchisees.
  - Franchisee coaching.
  - Sharing the goodness at meetings.



## MINI FORUM

# *Dealing with Unrealistic Franchisee Expectations*

HOW CAN OPERATIONS AND MARKETING TEAM'S BEST DEAL WITH UNREALISTIC OR UNREASONABLE FRANCHISEE EXPECTATIONS?

1. Look in the mirror.
  - Has the franchisor done something to cause that expectation?
  - What can we improve for next time?
  - How is information flowing back to franchisee?
  - Have we over-promised?
  - How effective is FAC — needs a good strong “constitution” or set of operating parameters.
2. Review the sales / recruitment process.
  - Ensure the recruitment team are clearly communicating the support franchisees will receive.
  - Review all documentation to ensure it is clear.
  - Facilitate what marketing fund can do during recruitment periods.
  - Marketing team to present to the franchisees during the orientation process to allow the expectations to be reiterated.
3. Business skills need to be part of franchisee training program.
4. Communication with franchisees.
  - Timely, relevant and powerful — the style guided by the franchisees.
  - Ensure transparency at all times.
  - Honest factual information sharing.
  - SASS — Sales Activity Success Stories.
  - Use franchisee case studies and send out regularly.
  - SLAM — Strategic Local Area Marketing — bring franchisees in on it.
  - Make use of education opportunities, conferences and meetings.
  - Spend extra time with franchisees with concerns and teach them how to maximise what is available.
  - Budget limitations versus franchisee expectations.



5. Thorough analysis of problems / opportunities / LSM programs.
  - All problems should be addressed by the marketing team and communicated back to the franchisee.
  - Each problem presented by a franchisee should be presented with a possible solution, this encourages constructive criticism.
  - Encourage franchisees to give written feedback of each promotion so the team can review and enhance or improve for next time.
6. Engaging the operations team.
  - To help explain what is possible to franchisees.
  - To help franchises channel their communication in the right direction.
  - To give feedback to marketing regarding opportunities or problems.
7. Regional Marketing Committee.
  - Representatives are the right people.
  - Are using the correct channels of communication to marketing and franchisees.



## MINI FORUM

# *Making Consultative Marketing Committees Work*

WHAT ARE THE WAYS TO MAKE YOUR MARKETING COMMITTEE AN EFFECTIVE ROLE IN YOUR FRANCHISE SYSTEM?

1. Begin with the end in mind — ensure you know what you want to achieve.
2. Provide strong leadership and direction to the group.
3. Have respect for all stakeholders.
4. Select influencing franchisees (and let them do the work).
5. A member of the Franchisor team needs to be on the committee.
6. Define a structure and a charter for the group — small is manageable and usually more effective.
7. Set the agenda.
8. Manage expectations of outcomes.
9. Let the franchisees motivate each other.
10. If you disagree — let them go ahead (and sometimes, fail!)
11. Ensure mistakes are learned from — and not repeated.
12. Measure success of plan and report back.
13. Ensure commitments are discussed with incoming franchisees.



## MINI FORUM

# *Using Technology to Communicate Effectively with Franchisees*

WHAT ARE THE BEST WAYS TO USE INTRANETS AND RELATED TECHNOLOGICAL TOOLS TO ENHANCE THE EFFECTIVENESS OF YOUR MARKETING PROGRAMS?

1. Consider the Technology.
  - Environmental issues.
  - Real-time delivery.
  - Convenience for all stakeholders.
  - Immediate access to all materials.
  - Do a cost vs. benefit analysis and communicate.
  - What resources do you need or save?
2. The use of Kodak, Microsoft Share point or Adobe systems.
3. Online marketing.
  - Intranet with member login and track usage.
  - Ideas and success stories from franchisees.
  - Point of sale material ordered.
  - Chat room.
  - LSM templates.
  - How to increase community involvement.
4. Use electronic invoice and remittance.
5. Feedback.
  - Ensure feedback is received after each promotion.
  - Use Survey Monkey — its free.
  - Encourage operations to have a say.
  - Feed feedback and results back to franchisees in a timely manner.



## MINI FORUM

---

### *Aligning Your Brand with Your Culture*

WHAT ARE THE BEST WAYS TO COMMUNICATE AND CONNECT  
BRAND VALUES WITH FRANCHISE CULTURE?

1. Make sure there is a clear understanding of both your products and brand.
2. The brand to be built from owner/founder (intrinsically)
3. Brand and culture are synonymous.
4. Communicate the story of the brand to all stakeholders.
5. Identify and communicate the products.
6. Ensure everyone understands that brand and culture support each other.
7. Ensure all stakeholders understand how to live and breathe the brand values and culture each day.
8. Look at creating a clear set of behaviours that support the values and culture.
9. Manage people against these behaviours and include in the recruitment process.
10. Ensure that the Brand and culture touch and infiltrate into all parts of the business.