

Communicating a Big Change

Best Communication Practices

IFA 2018
CONVENTION

TOGETHER

WE

ARE

FRANCHISING

Speakers:

Joe Lewis – VP and General Counsel for Smoothie King

John Krebsler – The UPS Store Franchisee

Shane Evans – Founder Massage Heights

Rissy Sutherland – Founder/COO Multiple Brands

Jamie Izaks – All Point PR



Today's Facilitators/Co-Hosts

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FRANCHISING**



Rissy Sutherland
Founder/COO
Multiple Franchisor Executive



Shane Evans
President
Massage Heights



Jamie Izaks
President All Points
PR



John Krebs
The UPS Store
Multi-Unit
Franchisee



Joe Lewis
VP and General
Counsel
Smoothie King

Objectives

- ***Communicating Big Change in Your Franchise System***
 - *Understand how to start the plan.*
 - *Understand how to update the plan.*
 - *Learn the steps to communicating big change.*
 - *Create a follow-up to the plan for Implementation and Compliance*

Ways We Communicate

➤ Email/Newsletter

- Effectiveness -32%
- Weekly Update
- 1 Win!!!
- Notices
- Consistency

➤ Webinars

- 30 – 90%
- 1 Franchisee – 1 Expert – 1 Leader
- 1 Hour – Same Time/Same Day
- Topic/Reason
- Follow up communication

➤ Intranet

- Difficult to Find
- Difficult to Remember
- Not Interactive
- Force Communication

The UPS Store Hub The UPS Store Connect Weekly News 01/10/2017

Best Practice Ideas

"I didn't know you could print that!" -- Use your Print Station to spark conversations

Are you using your Print Station to spark conversations about your print capabilities? Jason Blackstock from center 4575 in Spring Hill, Tennessee, recently shared with us his feelings:

"It's great tool for us. The display shows customers what we can do. For example, a corporate trainer came in the store to ship an item, looked at the Print Station display, and asked if the store could print bound books. We said, 'Of course!' and pointed to the binding options for bound books on the display."

The customer had been using a competitor but has been a loyal The UPS Store customer ever since.

In addition to converting this customer, Jason has also had luck with local schools, stores and restaurants.

"I make sure I display everything I can do and I always display samples of customer projects. It helps advertise other local businesses and builds credibility when a customer looks at the display, they see something they recognize and say, 'I didn't know you printed this!'"

Visit the [iHHC](#) to download and print samples, or display with items printed for your customers (with their permission). Create new reasons for customers to use your center for their print needs.

i News

Normal business hours required for Dec. 23 and 26
The countdown to Christmas has begun! With Christmas less than two weeks away, we

Altitude, your weekly "peak" into what's up at Massage Heights

Massage Heights <emailcontact@massageheights.com>
Wed 1/10/2017 1:34 PM
To: Shane L. Evans <Sevans@Massageheightsfranchising.com>



ALTITUDE
Your weekly "peak"

Issue: 72 / June 19, 2017

Franchise Development



Hello Strategic-partners,

I want to welcome Sarah and Adam Clements to the Massage Heights Family.

Sarah and Adam will be opening their new Massage Heights Retreat in Boerne TX. This fantastic couple have been members at Massage Heights for many years and have witnessed the growth and success of the franchise system.

Adam owns and operates a hunting guide service that operates in several countries and continents including Europe, Asia and Africa. His high end guide service pays attention to detail and offers the highest level of customer service. As Adam has said, "people pay a lot of money to hunt overseas, locations are remote and you have to be organized and give great customer service. To do this, we have to pay attention to every detail." Does this sound familiar? Although our Massage Heights may not be located in remote destinations, we do have to pay attention to every detail and give great customer service to be successful.

Sarah is a pharmacist working in San Antonio and the two of them were searching for a way to spend more time together with their daughter. Shane ran into them at the Dallas Safari Club fundraiser back in March and had a conversation with them about Massage Heights. Shane referred them to the development team and two

In This Issue

- Franchise Development
- Real Estate
- Family Fund
- Travel
- Operations
- Upcoming Calls & Webinars
- Franchise Call To-Go
- Upcoming Event
- Marketing
- Operations S-F
- Record Breaker

Opening & Operating Retreats

149

Upcoming Calls & Webinars

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Ways We Communicate

➤ Meetings

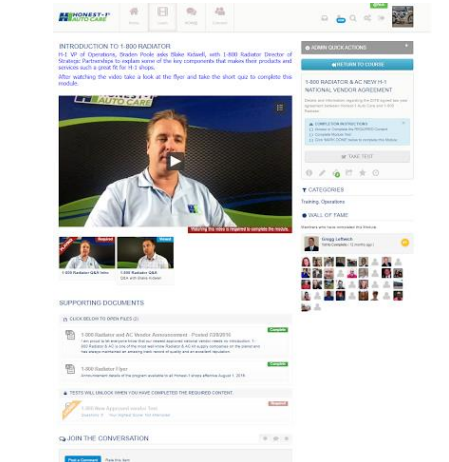
- Costly
- Consistent
- Regional/National
- Awards – Big Fun
- Most Successful – Not Key Note
- No One way Information
- Testimonials
- Vendors

➤ Intranet

➤ Social Media

➤ Hotline/Helpdesk

➤ Direct Mail



The UPS Store link The UPS Store Contact Weekly News 03/05/2017

Best Practice Ideas

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Altitude, your weekly "peek" into what's up at Massage Heights

Massage Heights remakim@massageheights.com



Franchise Development

Helping Strategic Partners
Meet and Assist with an exciting franchise opportunity. The Massage Heights Family.
Massage Heights is a leading franchise opportunity in the massage and spa industry. With over 100 franchises across the United States, Massage Heights is a proven and profitable business model. The franchise offers a comprehensive support system, including training, marketing, and operational assistance. The franchise is a great opportunity for entrepreneurs looking to grow their business and provide a high-quality service to their customers.

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Ways We Communicate

The screenshot shows the Arcpoint Labs Intranet homepage. It features a navigation bar with links like Home, Mail, Forums, News, Library, Profile, Search, and Contacts. The main content area includes a video player with the text "1 out of 9 highschool seniors have gotten 1 the past year on Synthetic drugs!", an "announcements" section with email notices, a "Compliance Systems Contact Update, 6/8/2017" section, and a "Federal Training Webinar Added to IFX" section. There is also a "Photo Gallery" and "ARCpoint Labs In the News" section.

The screenshot shows the Office 365 SharePoint interface. It includes a navigation bar with "Office 365" and "SharePoint" buttons, and a user profile for "Shane L. Evans". The main content area displays "Message Heights Home" with a search bar and a "Recent Uploads" section listing various documents like "Microdermabrasion ST Call - Q&A" and "Portable Time Management".

The screenshot shows the Message Heights Home website. It features a navigation bar with "Message Heights Home", "Department Sites", and "Vendor Partners". The main content area includes a "UPCOMING OPENINGS" section with a list of locations and dates, and a "Recent Uploads" section listing various documents.

The screenshot shows the Hootboard interface. It includes a navigation bar with "Posts", "Info", "Sub-board", "Goodies", "Calendar", and "More". The main content area displays a grid of social media posts from various users, including Elizabeth Polacak and Rick Del Sontro, with titles like "Elizabeth Polacak: Rick Del Sontro interview with Blog Talk Radio" and "Elizabeth Polacak: Zippy Shell Featured on Small Business Trends".

The screenshot shows the FranConnect website. It features a navigation bar with "Home", "About", "Services", and "Contact". The main content area includes a "RECENT POSTS" section, a "GREAT LINKS TO ONLINE ARTICLES OF INTEREST" section, and a "MONTHLY TECH TIPS & SERVICE SELLING BEST PRACTICES" section.

The screenshot shows a Facebook page with a list of posts. The posts are mostly birthday wishes and anniversary messages, such as "Happy Birthday: Donald Debra" and "Happy Birthday: Tina Poole".

- Hoot Board
- IFX
- FranConnect
- FRM
- Facebook Pages
- Office 365
- WiseTail

Steps To Communicating Big Change

Steps To Communicating Big Change

Why Are You Doing This Change

1. Validity of Need
 - a. Value to Brand
 - b. Value to Profitability to Franchise
 - c. Improve Efficiency
 - d. Challenges
 - e. Why is this needed
2. Research the Parties Involved
 - a. External Vendors/Experts Needed
 - b. Internal Franchisor Team needed
 - c. Decide point person to head up the project
3. Create Document and Checklist that shows all facets of the program, what was researched and the critical aspects it contributes
 - a. Include changes needed to move forward
 - b. Possible Challenges to franchisees, customers, vendors or franchisor
4. Decision to Progress to Next Step

➤ Why Are You Doing This

- Validity of Need
 - Survey – Why – Purpose
 - Challenges
- Research
 - Point Person
 - Teams
- Checklists
 - Progress
- Decision

Steps To Communicating Big Change

- Starting The Plan
1. Create a Business Plan (Can Provide Sample)
 - a. Create Phases
 - b. Timeline
 - c. Who is Involved From Franchisor
 - d. Who is Involved from Franchisee
 - e. Who is Involved in Vendor or Expert Support
 - f. Project Phase Breakdown
 - i. Beginning Date
 - ii. Date of Completion
 - iii. Members Involved
 - iv. Stages Involved
 - v. Steps for each stage
 2. Internal Review of Business Plan
 3. Review with FAC
 - a. Viability
 - b. Review of Business Plan
 - c. Decision to form a Sub-Committee
 - d. Timeline agreed Upon for Realistic Goals (don't push to fast or slow)
 4. Communicate To System the New Project
 - a. Webinar, Newsletter, Email, or FAC
 - b. Video recordings are often an effective way to communicate change because franchisees can watch when it works best for them.
 - c. Timing communication with the Annual Convention/Role of Annual Convention in Communicating change
 - d. Are regional in-person meetings needed?
 - e. Will RDs, ADs, or corporate communicate the change?

➤ Starting The Plan

- Create Project Plan – Review
 - Same Page!!!
- FAC Review
 - How they Will Work/Communicate
 - Why – Feedback - Holes
- Communicate

Steps To Communicating Big Change

Selection of Programs

1. Negotiations
2. Support For Change
3. Cost of Programs Reviewed

Beta Test

1. Decide On Beta Test Group
2. How Will Beta Test Be funded
3. Announce to System that Beta Test has started via regular communication processes (email, webinar, FAC) – Include when updates can be expected
4. Beta Test Programs with Franchisee or Corporate Locations
5. Beta Test Implementation
6. Meet with Beta Groups for Changes that Need to Be Made
7. Complete Beta Test

- *Selection Of Programs*
 - *Cost*
- *Beta Test*
 - *Alpha Test*
 - *Must Be Honest*
 - *Keep Same Group & Timing*

Steps To Communicating Big Change

Updates to The Plan

1. Final Report of Completed Results
2. Final Costs of Changes Needed
3. Final review of any training needed and how it will be performed
4. Final Review of improvements the changes will bring
5. Review of Final Partners
6. Decision of Implementation Point Person
7. Review of Plan Modifications
8. Review with Franchisor Team
9. Review All Changes with Beta Test Group, FAC and Sub Committees
 - a. Review Plan for Rollout with group
 - b. Review Compliance Piece With Group

Schedule Rollout

1. Send Email/Newsletter Announcement that Beta Test is Complete and announce upcoming webinar to Communicate Finding
2. Host Webinar with Franchisor, Validators (committee/FAC/Beta Groups), and Vendor/Experts
3. Communicate Benefits and Challenges
4. Communicate Expectations
5. Communicate Any Compliance Expectations or Accountability
6. Communicate with franchisee whom to contact if they have any concerns or questions
7. Communicate how you will continue monitoring the new program, results and

- *Updates to The Plan*
- *Schedule the Role out*

Communication Overall – Meeting Overview

Shane Evans

- *Meetings Throughout Year*
 - *FAC (TEAM Council)*
 - *Annual Conference*
 - *Top Performer / Key Influencers*
 - *All Franchisee Fall Planning for New Year*
 - *Monthly Executive Team | All Franchisee – Webinar*

Communication Overall - Webinars

Shane Evans

- *Culture and Values*
- *Operations Top Line*
- *Topic from franchisees win*
- *Topic from Vendor/Expert perspective*
- *Net Promoter Scores*
- *Marketing Update*
- *Tech Update*
- *Big Announcements*



Agenda

- Opening Comments
- Culture | Values at Work
- Operations
 - KPIs
 - Strategic-partner Success Story, Guest Speaker
 - Team Member Highlight
 - Guest Experience Scores
- Guest Experience Hi-lights | Net Promoter Score (NPS)
- Marketing
- Franchise Development
- Technology
- Heights Family Fund
- Announcements & Reminders
- Q&A

Vendors and Communication to The Public

Jamie Izaks

- *What they can Provide*
- *How do they help in Communication*
- *How do they help in Meetings*
- *How are they the Experts*
- *How do you Manage the Relationship*
- **Determining if/how to Share with the Public**

Big Change – Communication

Joe Lewis

- *Rebranding, POS System and Big Change*
 - *Why Do We Need to Do This?*
 - *Key is Establishing the Business Case*
 - *Test it First! Will it Achieve the Business Case Results?*
 - *Provide Support for the Business Case (Research, etc.)*
 - *Have FAC and Key Franchisees Challenge the Bus Case*
 - *Obtain Buy-In from FAC First – Then One Voice to System*
 - *Once Considered Decision is Made, the Communication turns to Implementation and the Why We Are Doing It*
 - *Be Able to Clearly Communicate the Why Through Multiple Channels (Regional Town Halls - Face to Face Helps)*

Big Change – Communication

Joe Lewis

- **Compliance & Enforcement**
 - *Compliance Follows Good Planning & Communication*
 - *Generous Lead Times for Notification & Roll-Out*
 - *Provide Funding Source if You Can -- Incentives?*
 - *Tie Extended Lead Times to Hitting Bench Marks (Signage, Plans, etc.). Accelerate Deadline if Miss*
 - *Determine How You Will Handle Exception Requests (Relocation, Cash Flow Issues, Existing Contracts, etc.)*
 - *Establish Enforcement Options - Minority that don't Comply*
 - *Default with Extended Cure Period*
 - *Miss Cure Period – Negotiated Settlement for Extension*
 - *Mutual Termination & Sell or Close Unit*

Big Change – Communication From Franchisee Perspective

John Krebsler – The UPS Store

➤ *Example: Rebranding, POS, Financials*

➤ *What Works Best for you*

1. Define and communicate the plan
2. Set common goals and timeline
3. Establish training programs
4. Implementation
5. Follow- through
6. Debrief and asses

Big Change – Communication From Franchisee Perspective

John Krebsler – The UPS Store

- *What is Missed Most Often*
 - SOPs
- **What is the Best**
 - Common goals
 - Simplicity (KISS)

Final Thoughts

Keys To Success

- Have Internal Team Singing the Same Message
- Have Committee Involved
- Complete a Beta Test
- Have an Incentive Plan
- Put Your Money Where Your Mouth Is

QUESTIONS AND ANSWERS

SOFTWARE PROJECT OUTLINE

PHASE I: ALTERNATIVE SOFTWARE RESEARCH

STRATEGY: TO FIND THE BEST SOFTWARE ALTERNATIVE FOR ALL PARTIES INVOLVED (AFG AND FRANCHISEES)

BEGINNING DATE: OCTOBER 2015

ESTIMATED DATE OF COMPLETION: JANUARY 2016

TECHNOLOGY COMMITTEE MEMBERS: INSERT NAMES

OUTLINE:

STAGES:

TECHNOLOGY COMMITTEE TO DEVELOP A SOFTWARE FEATURES AND BENEFITS CHECKLIST TO USE TO NARROW DOWN ALL SOFTWARE CHOICES

POINT PERSON WILL SEND THE CHECKLIST TO ALL MEMBERS TO ADD ANY ADDITIONAL FEATURES AND BENEFITS THAT ARE MISSING. ONCE ALL CORRECTIONS ARE MADE THE FINAL CHECKLIST WILL BE SENT OUT

TECHNOLOGY COMMITTEE WILL BRING TO THE TABLE A LIST OF POSSIBLE SOFTWARE PROGRAMS THAT SHOULD BE CONSIDERED DURING THIS PROJECT

THE TECHNOLOGY COMMITTEE MEMBER SHOULD FILL OUT AN INITIAL CHECKLIST FORM FOR EVERYONE'S REVIEW FOR ANY SOFTWARE THAT THEY BRING TO THE TABLE

THE SOFTWARE SHOULD BE RESEARCHED FROM AN IT AND OPERATIONAL STANDPOINT - IN PROCESS

A. WE WILL TRY TO KEEP DEMOS TO ONE HOUR OR LESS AND WE WILL NOT DO MORE THAN ONE DEMO A WEEK SO THAT THERE WILL BE TIME FOR FURTHER INVESTIGATION IF NEEDED.



ENDING DATE: NOVEMBER 2

ESTIMATED COSTS INVOLVE COMMITTEE.

TECHNOLOGY COMMITTEE M

OUTLINE:

STAGES:

1. DECISION ON WHICH S



Thank You For Attending!

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