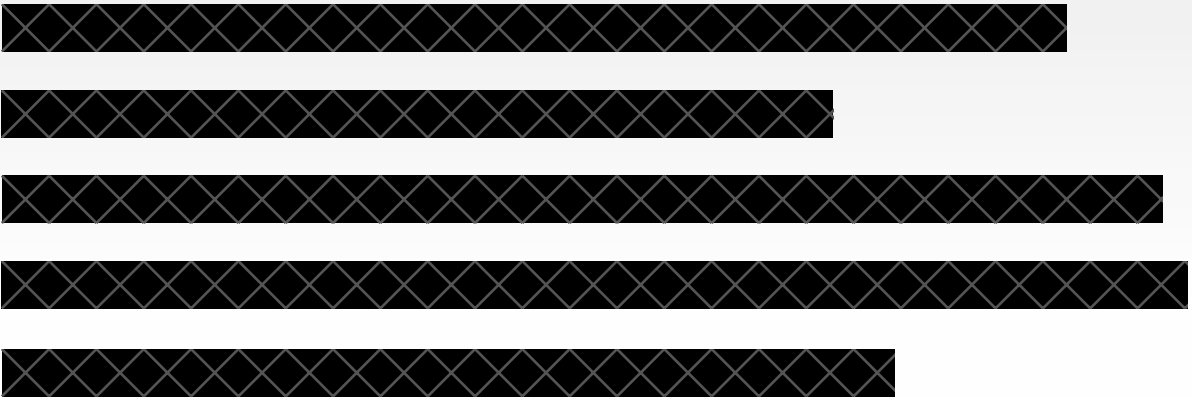# avenue

What were we asked to do

1. Validate pitch ideas and gain further insight into stakeholders and team member needs/priorities

2. Develop roadmap for implementation

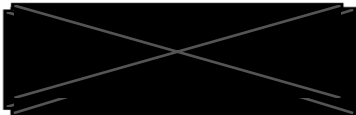3. Explore and validate potential platform functionality and costs

Desk research

Qualitative research

25+ **stakeholders** via one-to-one interviews

15+ **team managers** via a group workshop

18 **team member** straw poll (pre pitch)

7 **team members** via 1 group workshops (1 tba)

Technology research

Establishing communication with key IS representatives

Defining technology parameters

Identifying touch points with existing or planned projects

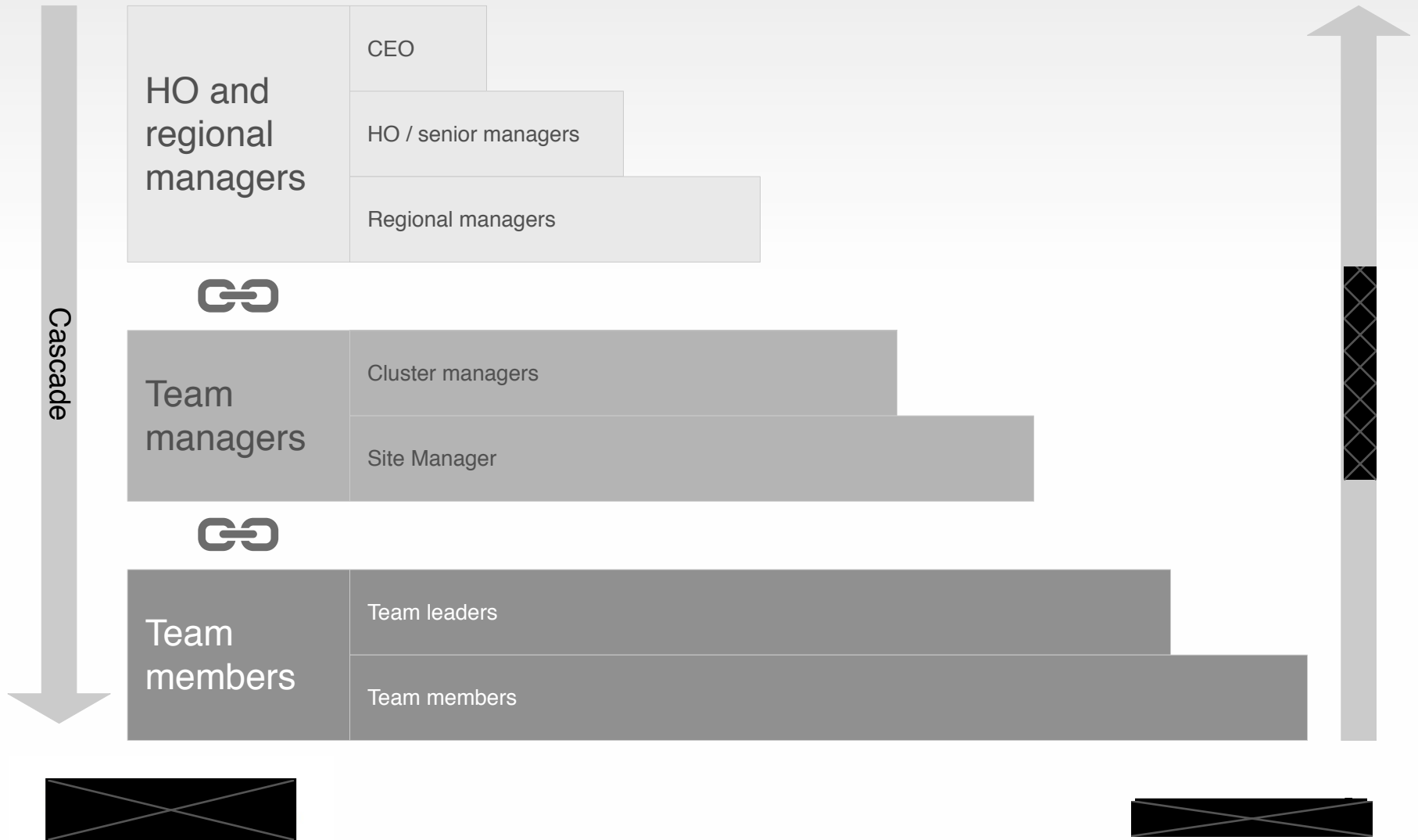Platform, vendor and cost analysis of:

▨▨   ▨▨▨

▨▨▨▨▨   ▨▨

▨▨▨   Plus others that were discounted

▨

What have we learned?

How you communicate

Cascade

HO and regional managers

CEO

HO / senior managers

Regional managers

Team managers

Cluster managers

Site Manager

Team members

Team leaders

Team members

How communication is supported

	▨▨▨	▨▨▨
📰	One Weekly and 4 magazine	▨▨▨▨▨▨▨▨
✉️	Email address for HO staff, regional, site managers and sites	Email addresses for HO staff and regional managers only
📱	Text alerts to regional and site managers	Text alerts to regional and site managers
👥	Yammer and Facebook used by some parts of the business	Facebook (franchise only)
🔑	Intranet for documents and business-wide information	File share (franchise only)
🌐	Team managers and members can access internet via backroom equipment	No backroom equipment; they use their own hardware
💬	▨▨▨▨▨ staff don't connect outside of work but restaurants do	Team members socialise and discuss work outside of work

The main issues

"There is a print out culture"

"Team managers are a barrier"

"█████ is out on a limb"

"The █████ intranet is out of date and out of control"

"Lack of technology affects my performance"

" There are lots of systems but I don't know what they do"

"Social media is owned by a disproportionate few"

"People don't feel they have the right to reply"

What all departments want

A better method of cascading information…

…but don't replace face to face

Anytime, anyplace anywhere

A relevant and personal user experience for all

Make it fun, rich, engaging, warm, human experience

Deliver "two-way" communication

Give team members one view of everything

What team managers want

Communicate change clearly

Don't build it for the sake of it; make sure people actually want it

Bring Costa into the fold

Keep control over cascaded ops and comms

Let us control what we see

Let us share information with our staff

Create forum for open feedback ("Ask the boss")

Let team members share tips ██████████████

Make it fun and inviting ████████████

But what about team members?

A team member's view

I work...

On ▨▨▨▨▨▨
(Site)

In ▨▨▨▨▨▨▨▨
(Location)

For ▨▨▨
(Brand)

For ▨▨▨▨
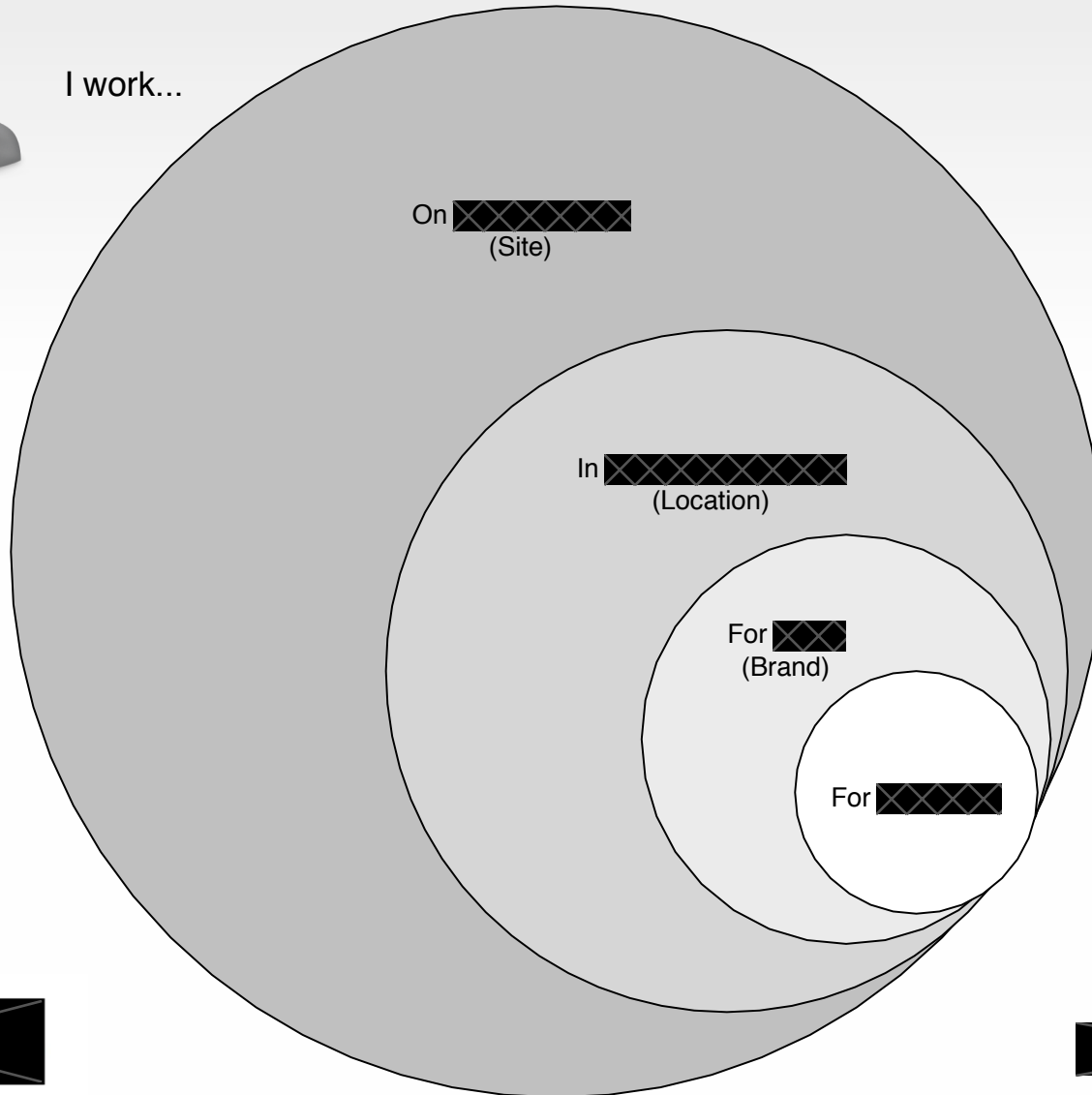
What team members and leaders want

To be consulted

A personally relevant experience

Proactive updates via SMS and email

Rotas, rewards and career paths

A non-corporate, open environment

Fun and funny pictures and videos

A chance share what they are proud about

A chance to explore the rest of the business

A direct line to the top brass

Conclusions

Most people love the concept

Stakeholders
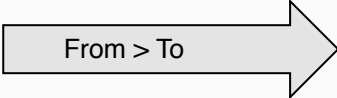
Neutral 20%

Negative 20%

Positive 60%

Team managers

Neutral 12%

Negative 18%

Positive 70%

Team members

Neutral 29%

Positive 71%

What everybody wants

HO and regional managers

Team managers

Team members

Tactical

Operations
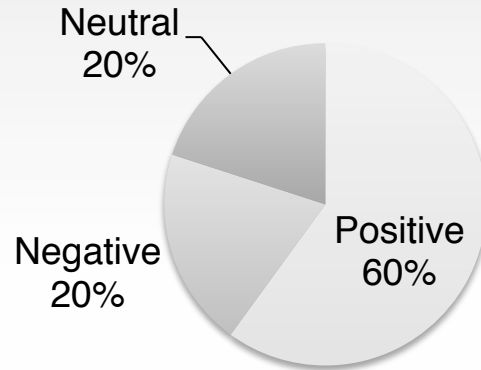
Emergency

Feedback

Ideation

Conversation / social

Two way communication

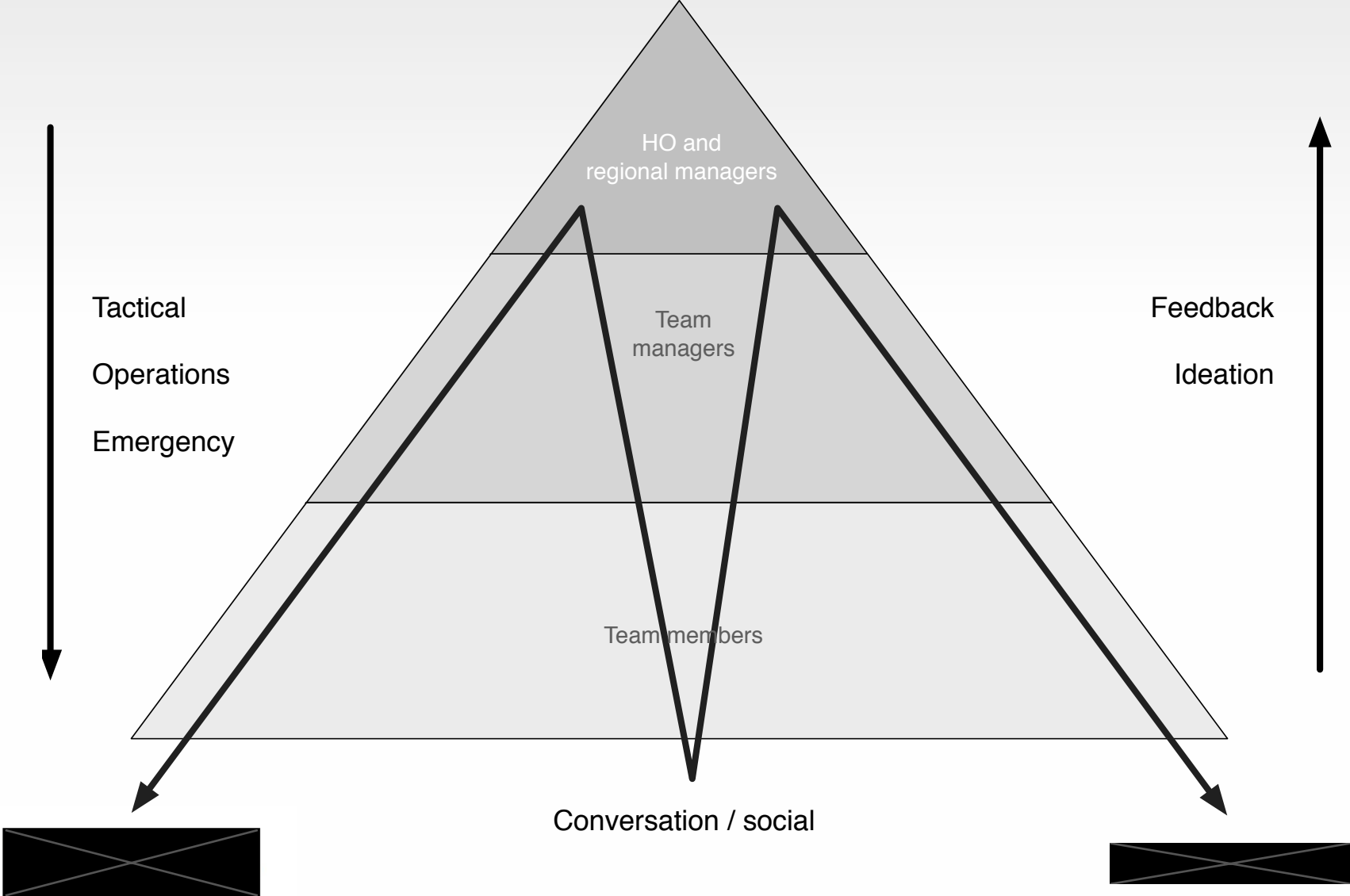| From > To	HO and regional managers	Team Managers	Team members
HO and regional managers	Shared learning Strategy Department Updates	Performance reporting Operational comms Tactical and emergency comms Career opportunities	Head office blogs Internal campaigns Instigating feedback Career opportunities
Team Managers	Operational feedback Performance reporting Ideas & initiatives Self promotion	Shared learning Performance comparison Healthy competition Fun and funny	Operational comms Tactical and emergency comms Team building initiatives Training Career opportunities
Team Members	Operation feedback Ideas Self promotion	Operation feedback Ideas Social interaction	Social interaction Healthy competition Fun and funny

What The Avenue should be

HO and regional managers	Team managers	Team members
"A better way of cascading information and listening to team members"	"To be told clearly and simply what and when I need to communicate with team members"	"An open, fun environment that improves my job and shows me where I fit in the ▨▨▨▨ machine"
Support but don't circumvent face to face Let me cascade information via tiered user groups (e.g. HO > regional managers > site mangers > team members) Let team members share their ideas with us Communicate directly with team members (when appropriate) Create a strategy to instigate and maintain conversation Establish simple rules for contribution by team members	Make sure I am well-informed Let me access communication with plenty of time to react Let me see relevant communication first ("I am a ▨▨▨▨ manager so give me ▨▨▨▨ information first") Send proactive updates when I want them (e.g. SMS, email) Let me quickly pass on what's relevant to my staff (i.e. FB "Like")	Give me one quick point of access to tools that let me: - Find my shift - See my pay - Look for jobs - See benefits and offers relevant to me - Have fun - Talk to other ▨▨▨▨ people - Get training Make it easy to pick up and use every day Present me with a personal, localised dashboard

Meeting your communication needs

✓ HO are connected to team members

✓ ▩▩▩ share best practice with the rest of the business

✓ A standard digital communication channel for all

✓ There is a simple view of all relevant systems

✓ Social media is owned by all

✓ Team members feel a sense of ownership

? Team members have access to the right technology

? The cascade of information is not blocked

The current vision

To create THE online destination for all ▆▆▆▆▆ employees.

It will be a lively, energetic, community that informs, inspires and entertains – and a place where employees can meet new people, share ideas and learn new things.

The new vision?

What is it?

- A non-corporate environment for discussion that also connects team members to tools that improve their working lives

What it isn't.

- All things to everyone

Implementation

Implementation challenges

Team manager barrier - buy in/ownership

Keeping it alive

Integration points

Usability/uptake

Marketing and support

The Avenue core functionality

Single point of sign-on

Brand identity driven by login

Head office blogs

Forums

Ability to post feedback, ideas, praise

Latest news

Run surveys/polls

Self service profile

Discussion feeds by brand/groups

Share picture, video and stories

Events

Competitions and incentives

Brand specific content

User permissions and secure groups

Phases

Phase 1	Phase 2	Phase 3
The Avenue core functionality	Employee incentives/gamification	Support ▨▨▨▨ survey
Link to labour scheduling	Integrate ▨▨▨▨▨	Deeper systems integration
Link to benefits and rewards	Integrate ▨▨▨▨▨	Regional / language variations
Link to careers and training	Integrate ▨▨▨▨	Franchise / contractor support

Break down phase 1

	Planning and concepts			Production		Delivery			Beta Launch	Review & optimise (Autumn)		
Strategic	IS kick-off meeting	Board presentation	Strategy review	Create comms plan	Validate comms plan with committees	Implement comms plan	Run teaser campaign		Begin cross channel comms	Full launch campaign	Review comms plan	Ammend comms plan
		Project costing	Establish steering committees		Assign comms responsibilities				Beta launch survey			Begin employee insentives
Production	Create sitemap	Select platform	Test prototypes	Functional speification	Mobile designs	Interface build	Systems integration	Analytics setup	Testing and beta launch	Platform amends	Full rollout	Analytics refinement
	Create user journeys and wireframes	Design concepts and prototypes		Create testing plan	Tablet/desktop designs	System build		Administrator training				
Content	Existing content audit	Establish style and tone of voice	Create network of reporters/ champions	Reporters/ champion training	Reporters/ champion training	Rich media production	Base content population		User generated content from beta	User generated content review	On-going content refresh	
	Create content plan	Establish editorial panel		Develop content and asset briefs	Base content/ asset production		Create training material					

We need a platform decision

Platform review