



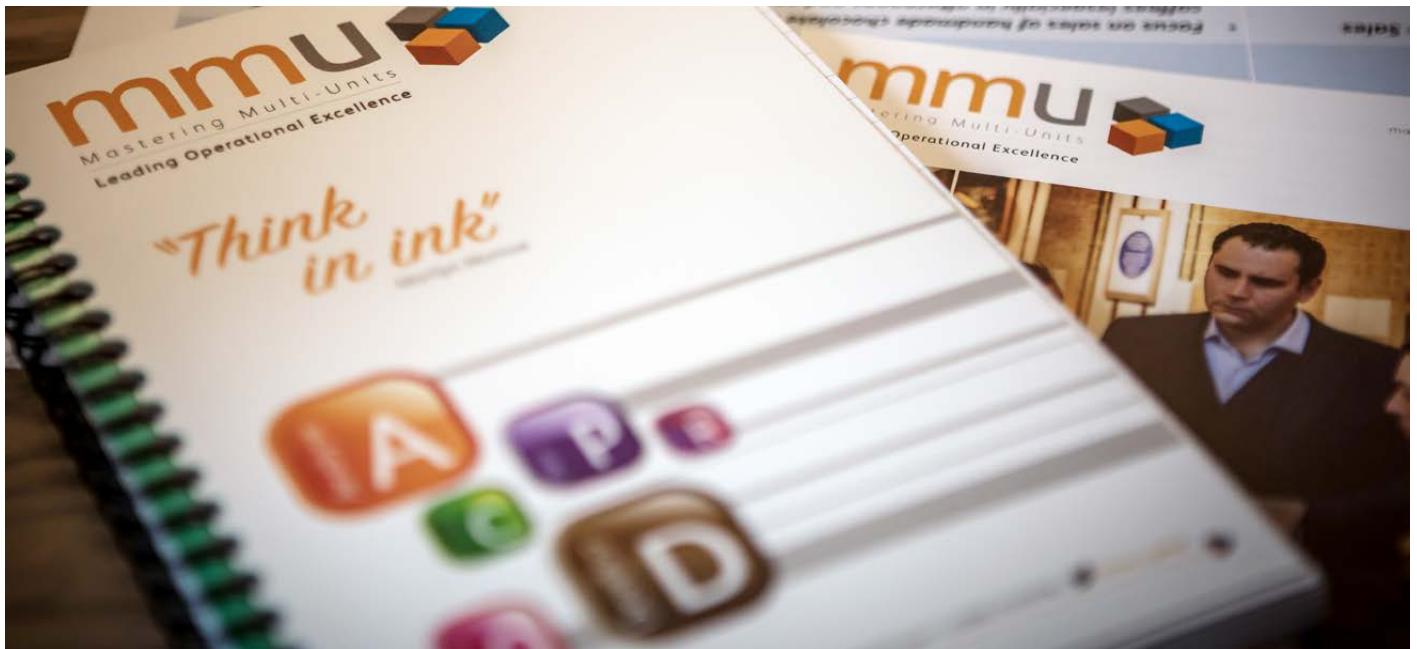
@mmu_global

Developing | Inspiring | Educating

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Why do we exist?

MMU helps operators to become world-class

Great people who deliver superior, sustainable results are at the heart of all world-class organisations. These organisations rely on the ability of their managers to excel every day with a disciplined approach to every aspect of operating the business and leading a team. We call this “operational excellence” and for us, it’s a style of leadership, teamwork and problem solving that drives continuous improvement and the achievement of the organisation’s goals.

MMU equips managers to deliver operational excellence by:

- Working with operators at all levels, to help them master the necessary operational disciplines to achieve their goals and deliver superior performance
- Specialising in supporting existing Multi-Unit Managers, to lead and inspire their teams. Even if the title varies (e.g. District/Area/Regional Manager), we are describing a field-based role that is a ‘manager of manager’
- Supporting the next generation of high-potential operators to successfully transition from being a manager at a single site, to a manager of managers (often found supporting teams across a geographic area)

Our Core Purpose

We help multi-unit managers develop the operational skill sets, mind-sets and toolsets to execute consistently and to deliver enhanced personal and organisational performance.

Organisations seeking to be world-class, understand that the role of the multi-unit manager is key to achieving operational excellence. This is because the multi-unit manager has a focus on sustaining the business for the mid to long term.

At MMU, we believe that a focus on the development and performance management of multi-unit managers will unlock the potential for both themselves and their teams to deliver a balanced operation and world class performance. Paying attention only to the pressing operational issues and challenges of today is simply not enough to ensure the success of tomorrow.

This requires a multi-unit manager to embrace a mind-set of disciplined performance across a range of key result areas; from driving profitable sales to building a succession plan dedicated to developing talented people. All with the aim of supporting long-term growth.

How can we help?

MMU is not just another training company. We provide tailored support to meet the specific needs of an organisation across three core areas:

1. Developing the current population of operational leaders (including multi-unit managers and their line managers)

MMU will work with you to diagnose the development needs of your operators. We always look to create tailored, practical solutions to your issues and opportunities, and we aim to work alongside you to help implement and sustain the interventions.

2. Building the next generation of multi-unit managers

MMU can support existing HR/L&D teams to design and deliver a development programme to create both bench strength and prepare high potential single-unit managers for the transition into multi-unit management

3. Creating executive education that incorporates external expertise with internal subject matter experts

Led by Professor's Chris Muller & Robin DiPietro (and using our extensive network of international experts), MMU will create a unique development experience for your leaders. This can be hosted at a business school in Europe, the USA or at a local venue to suit.

Whatever the exact nature of your needs, MMU will partner with you to ensure you achieve your goals.

*Diagnose,
Create,
Solutions,
Implement
& Sustain*



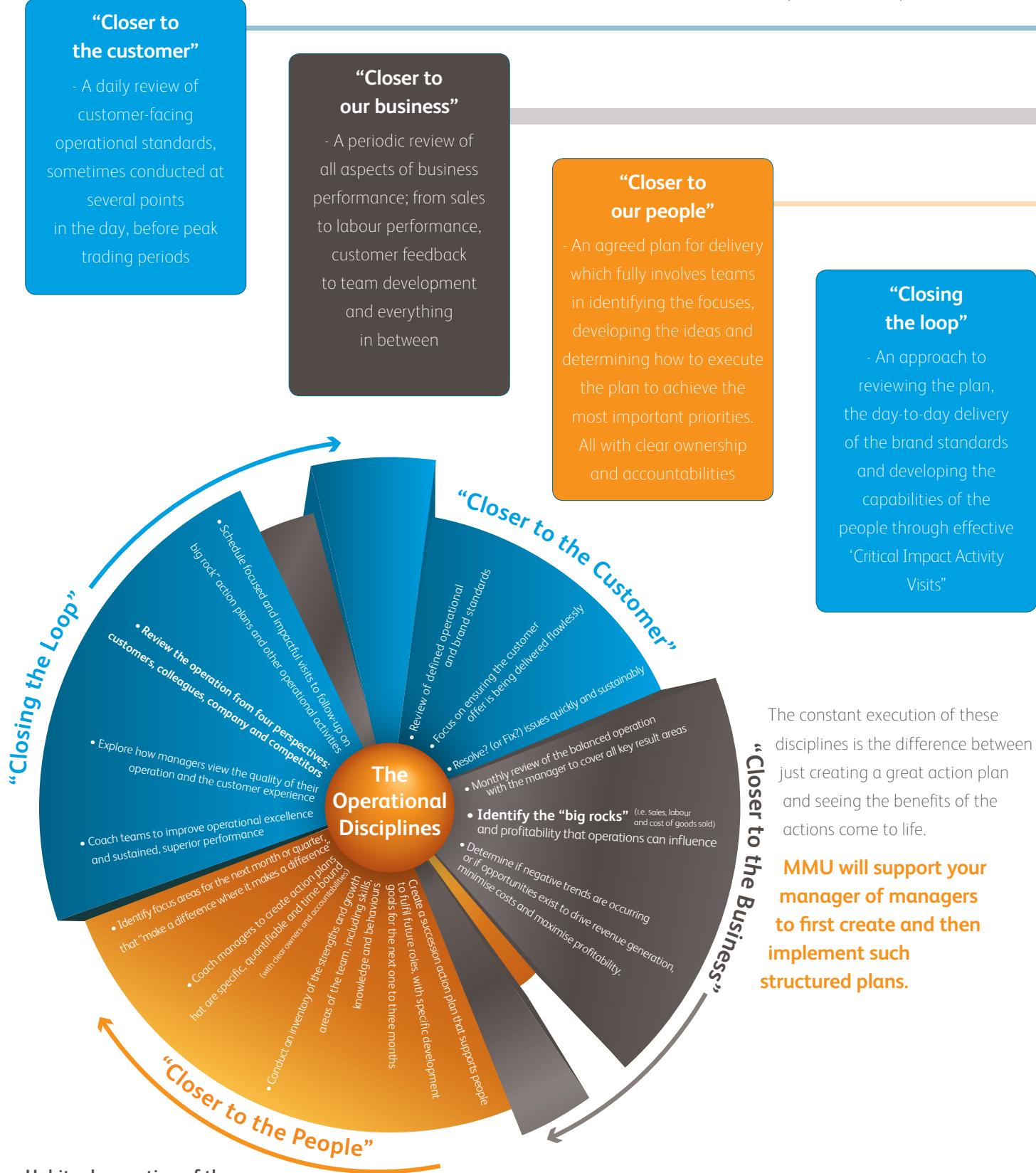
The Journey To Mastering Multi-Site Leadership

The Operational Disciplines

We know that the road to operational excellence is paved with discipline and consistency.

Whilst perhaps not as exciting or impactful as other activities, the tasks associated with discipline and consistency are nonetheless the building blocks for mastering the day-to-day delivery of the business.

World-class multi-unit managers understand this too and we strive to support them to make this a reality in their operation through the consistent implementation of four operational disciplines.



The constant execution of these disciplines is the difference between just creating a great action plan and seeing the benefits of the actions come to life.

MMU will support your manager of managers to first create and then implement such structured plans.

Driving Profitable Growth

Operational excellence is the foundation of any organisations future growth. Delivering it consistently, builds customer confidence and a loyal customer base from which an organisation can deploy marketing to drive profitable growth.

But any marketing investment, no matter how good, will fail to deliver if it is not executed with operational excellence. So not only does this re-enforce the need to deliver operational excellence consistently, it also shows how important it is for the modern multi-unit manager to have some mastery of marketing.

MMU helps operators unlock their inner marketer.

Whether an organisation is big or small, has a dedicated brand marketing function or relies on local store marketing, the customer is at the heart of everything. World-class operators understand what their customers want and know how to use marketing to deliver it, whether it is executing mandated brand marketing with excellence, or creating effective local store advertising and promotional campaigns themselves.

Determining the right level of marketing

The level of marketing a multi-unit manager may need to master will differ from one organisation to another. However, multi-unit managers who are both commercially aware and really understand their customers are the best placed to achieve success and exceed targets. For some operators, it's about starting with the basics to understand the marketing their organisation already does. For others, it's about being able to create their own local store marketing plans to increase profitable sales in their local market. A common start point for everyone is the Sales Formula.



Understanding your sales drivers - the Sales Formula

MMU helps multi-unit managers to analyse and identify the critical levers that drive their sales.

From weekly sales to the sales mix; from gross profit margin % to appreciating the importance of cash margin, multi-unit

managers who thoroughly analyse and understand their sales performance, better diagnose their issues and opportunities.

The Sales Formula



Do you
Know Your
Customers?

Turning Insight into action - Local Store Marketing (LSM)

However, the journey to commercial success does not stop there.

MMU specialises in helping multi-unit managers and their teams to create local store marketing that works. We help them understand their sales and customer relationships and how to turn this insight into more profitable sales.

How to master Local Store Marketing for Operators:

The essential marketing skill-sets and tool-kits required to deliver effective local store marketing are covered in the three development modules offered by MMU that together build the key marketing competencies required by multi-unit managers.

Each module contains core components drawn from MMU's broad management experience, case studies and accredited academic sources. Each standalone module can be tailored to meet individual needs and is delivered through one-to-one coaching or with other operators in small groups.

Marketing Basics + Customer Understanding + Customer Experience = SUCCESS



- What is your customer offer?
- Can you easily explain it to all stakeholders e.g. customers, clients and employees?



- Where does your customer offer fit in the market place?
- What's your compelling point of difference and how well do you communicate it?



- Do you know what the 7Ps are and how they work in your organisation? (Product, Price, Place, People, Physical Evidence, Process, Promotion).



- Creating effective Local Store Marketing and Local Site Marketing (for more than one unit in the same location) is important for adapting to local market conditions and staying ahead of the competition.



- All your customers are not the same – do you know how they differ?
- Do you know what these differences mean in terms of differentiating your product or service delivery?



- Mapping every touch point the customer has with your organisation is vital for both effective operational delivery and marketing.



- Understanding the critical drivers of customer satisfaction is key to retaining and growing your customer base.



- Selling more and improving customer satisfaction are far from mutually exclusive.



- "Moments of Truth" are those customer touch points that have a material impact on how your organisation or brand is perceived. Get it wrong, you could lose a customer. Get it right, you could turn a customer into a fan.

Learn how to drive both.

Managing a Balanced Operation

World-class organisations become so by having a balanced operation.

Starting with clearly defined goals, they use a common, systematic approach to managing performance across a range of agreed KPIs that measure the success of their organisation as a whole.

They leave very little to chance and execute with consistency to deliver it. The role of the multi-unit manager in delivering a balanced operation is therefore critically important to the organisation's success, requiring operators to focus on all the key success factors and not just a narrow range.

Financial performance, for instance, is an important and natural focal point for most types of organisation. However, creating sustainable success over the longer term can become much more difficult if this focus dominates the organisation's ability to focus on other areas of poor performance.

The skilful multi-unit manager looks beyond the headlines of their financial performance (e.g. sales, labour, cost of goods) to understand what the underlying challenges and opportunities are and how they impact the whole of their operation.

People Management and Development

Ensuring managers and their teams have personal development goals formally recorded and reviewed

Developing and implementing an area wide succession plan to grow talented people for the long term success of the organisation

Customer Experience

Customer feedback and/or mystery shopper information is thoroughly analysed and acted upon

Talking directly with customers during unit visits
Observing the service experience

Quality of Operations

Operational audit requirements are met and operating standards are consistently maintained

Brand standards are respected and never compromised

Brand, Product and Promotional Activity

Brand initiatives are implemented and promotional campaigns are executed flawlessly

Local Store Marketing opportunities are identified and the objectives of initiatives are clearly defined, measured and evaluated

MMU helps organisations and their managers develop their own disciplined approach to the analysis of each focus area and its interrelationships; and from here, helps to create and implement action plans that make a difference.



Understanding multi-unit management

MMU understands the different challenges faced by managers who operate in the world of remote management.

By placing emphasis on the need for clear, precise communication and the structure needed in diary management, action plans and what business author Jim Sullivan refers to as “high-impact unit visits”, MMU supports multi-unit managers to master the vital skills required to be a success.

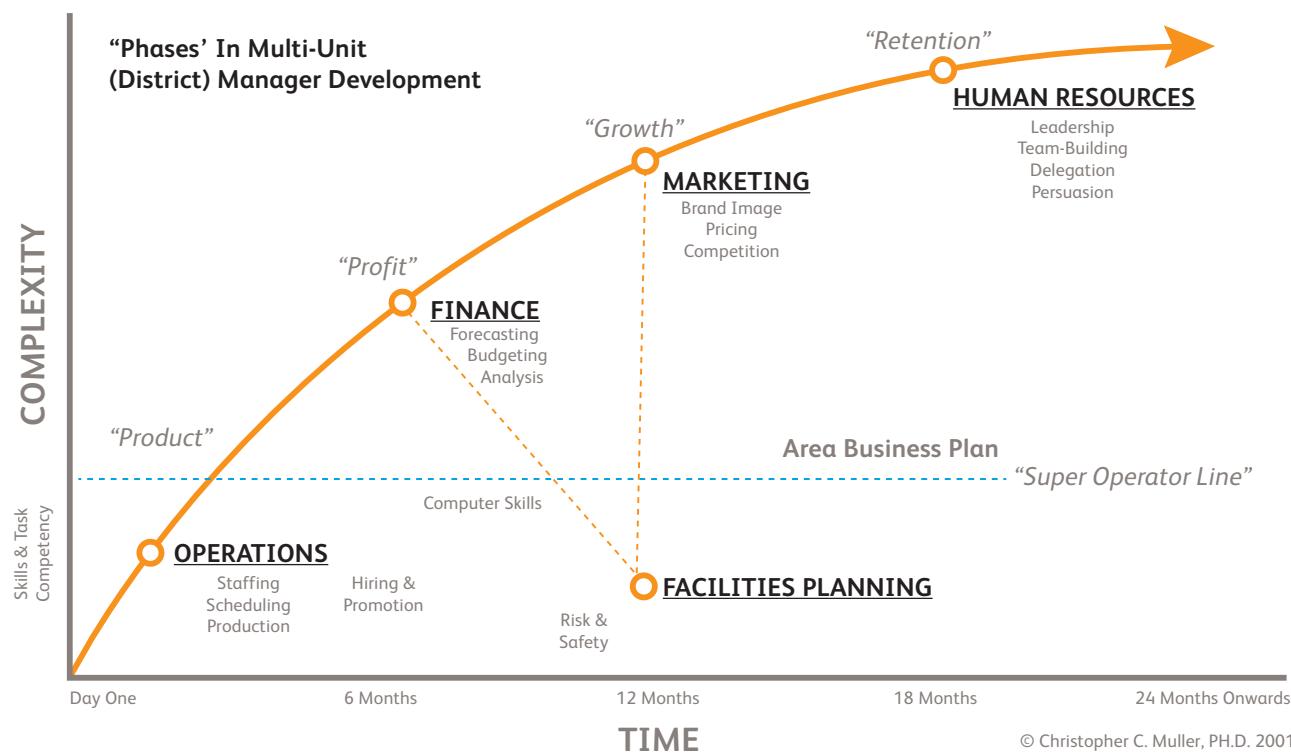
Multi-unit managers often hold a unique position in the structure of many organisations, sitting between the business units and the Centre/Head Office. Often multi-unit managers must balance the organisational directives coming from Head Office functions with the needs and issues of their units in the field.

To be a success, multi-unit managers must learn how to:

- Prioritise
- Communicate messages coming from the Centre professionally to their unit managers
- Influence key stakeholders to initiate changes in business processes, products or services offered, resulting in improved sales and profitability.

MMU is fortunate to include the expertise and insights of Professor's Chris Muller and Robin DiPietro, both leading US academics into the study of multi-unit management.

In their work, they refer to the success factors that effective multi-unit managers must master. The journey from skills and task competency to the more advanced level of concept mastery is described by Prof. Muller's model *“The phases of multi-unit management development”*. Mastery of these success factors is a development journey from skills and task competency to the more advanced level of concept mastery. Professor Chris Muller describes this in more detail in his model *“The Phases in Multi-Unit (District) Manager Development”*.



While all phases are included in our approach, specific emphasis will be given to those aspects identified by our analysis of your organisation. This will ensure you receive a development recommendation that suits your needs.



The Critical Impact Activities



We refer to the core tasks and activities that every multi-unit manager must master, as the Critical Impact Activities.

Critical Impact Activity	CIA Description	A multi-unit manager must demonstrate capability to:
Analyse A	Analyse core business performance indicators (includes financial and other relevant KPIs)	<ul style="list-style-type: none"> Use available sources of information and data to identify: • Unacceptable trends emerging in core KPIs (e.g. sales, labour, COGS) and determine root causes • Opportunities to drive profitable growth (e.g. improved operational excellence, new or enhanced product ranges, targeted local marketing activities)
Plan P	Develop business/team development action plans and prioritise to focus on value added activities	<ul style="list-style-type: none"> • Translate analysis into specific, measurable actions which have clear owners and timescales • Develop actions to drive performance over the short (30 - 90 days), mid (90 - 180 days) and long-term (6 to 12 months) resulting in profitable growth • Schedule time to complete actions, prioritise activities, to prepare to conduct unit/store visits and other relevant administrative functions of the multi-unit role
Communicate C	Communication of area/site goals, results and activities	<ul style="list-style-type: none"> • Ensure teams have clarity around their business goals and measures of success • Implement and maintain regular communication channels to keep teams up-to-date with current performance • Engage and inspire others to achieve stretching goals and embrace organisational changes
Observe O	Conduct critical impact unit visits	<ul style="list-style-type: none"> • Plan and conduct critical impact unit visits which review the 4 dimensions of operations - Customer Brand/Organisational standards Employees Competitors • Support managers to identify strengths and gaps in performance and to seek solutions • As appropriate determine if shortfalls are new or reoccurring (and why?)
Develop D	Coaching and development of unit managers	<ul style="list-style-type: none"> • Create structured development goals for individuals designed to enhance current capabilities within the team • Review how unit/store managers are developing their teams and building internal bench strength to support future talent needs
Review R	Disciplined and consistent review of the operation and performance management of teams	<ul style="list-style-type: none"> • Conduct regular reviews with managers regarding all operational activities (including financial performance; customer experience; people development and quality of operations) and adjust action plans accordingly • Eliminate weaknesses in the operational delivery of the brand • Diagnose issues of individual poor performance which leads to improved behaviours and enhanced performance • Where necessary, take tough decisions around the employment of managers and team members

Competencies for multi-unit managers

Whilst our Critical Impact Activities (CIA's) identify the important tasks that multi-unit managers should master, it is important to also address how they go about doing these tasks and activities

Research into the behavioural characteristics of multi-unit managers has been conducted in both the US (by amongst others, Prof. Robin DiPietro 2001 and Prof. Chris Muller 2001) and more recently in the UK by Prof. Chris Edger (2009).

These insights, plus our own experience, has helped to inform our view on the behaviours that should be sought after and valued in highly effective multi-unit managers.

With support from Professors Muller and DiPietro, we have developed a specific framework for multi-unit managers that describes both the **WHAT** and the **HOW**. In addition, we have partnered with Global Edge, who are market leaders in developing the capabilities of managers to have dynamic formal and informal performance conversations with their teams.

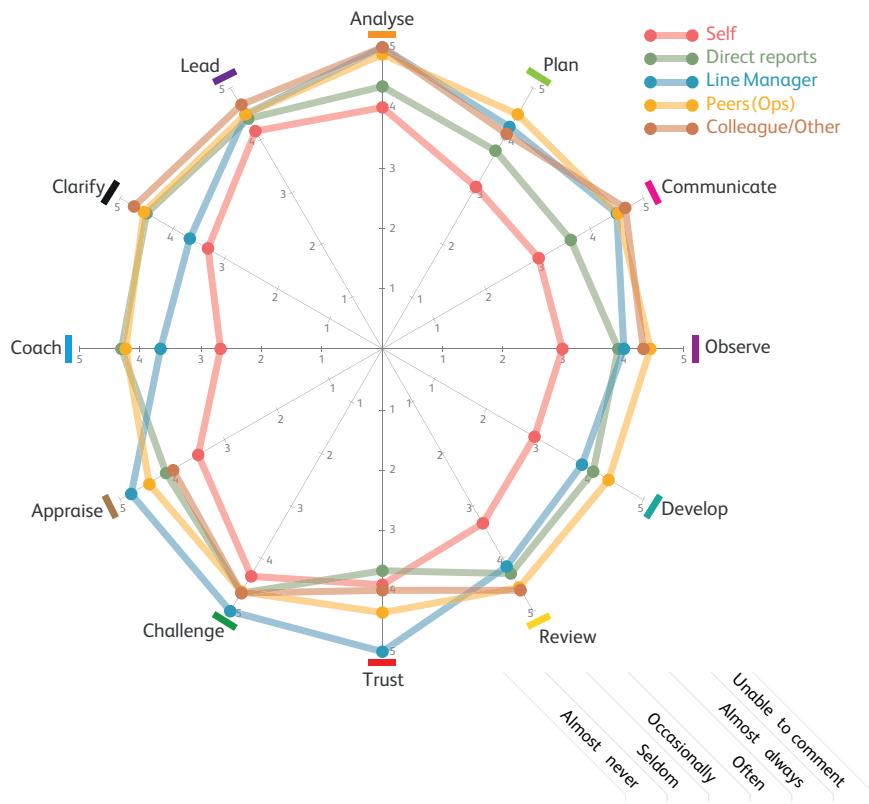
The conversations they have identified sit alongside the six CIAs, defining the different performance conversations multi-unit managers will have with their teams:

- Challenge** - Holding people accountable
- Appraise** - Reviewing performance regularly
- Coach** - Building ownership to find solutions themselves
- Clarify** - Aligning expectations on what needs to be done and what success looks like
- Lead** - Providing direction and focus

“The resulting competency framework is now being applied within organisations in the format of a detailed 360 feedback programme.

Typically, this is used to identify development needs for existing or potential multi-unit managers.

The 360 report provides individuals with a thorough understanding of how they (and others) see their ability to consistently behave and perform the activities associated with effective multi-unit management.”



	Average rating	Number of responses
Self	4	1
Direct reports	4.5	1
Line Manager	5	1
Peers (Ops)	5	4
Colleague/Other	5	1

	Average rating	Number of responses
Self	4	1
Direct reports	5	2
Line Manager	5	1
Peers (Ops)	4.8	3
Colleague/Other	5	1

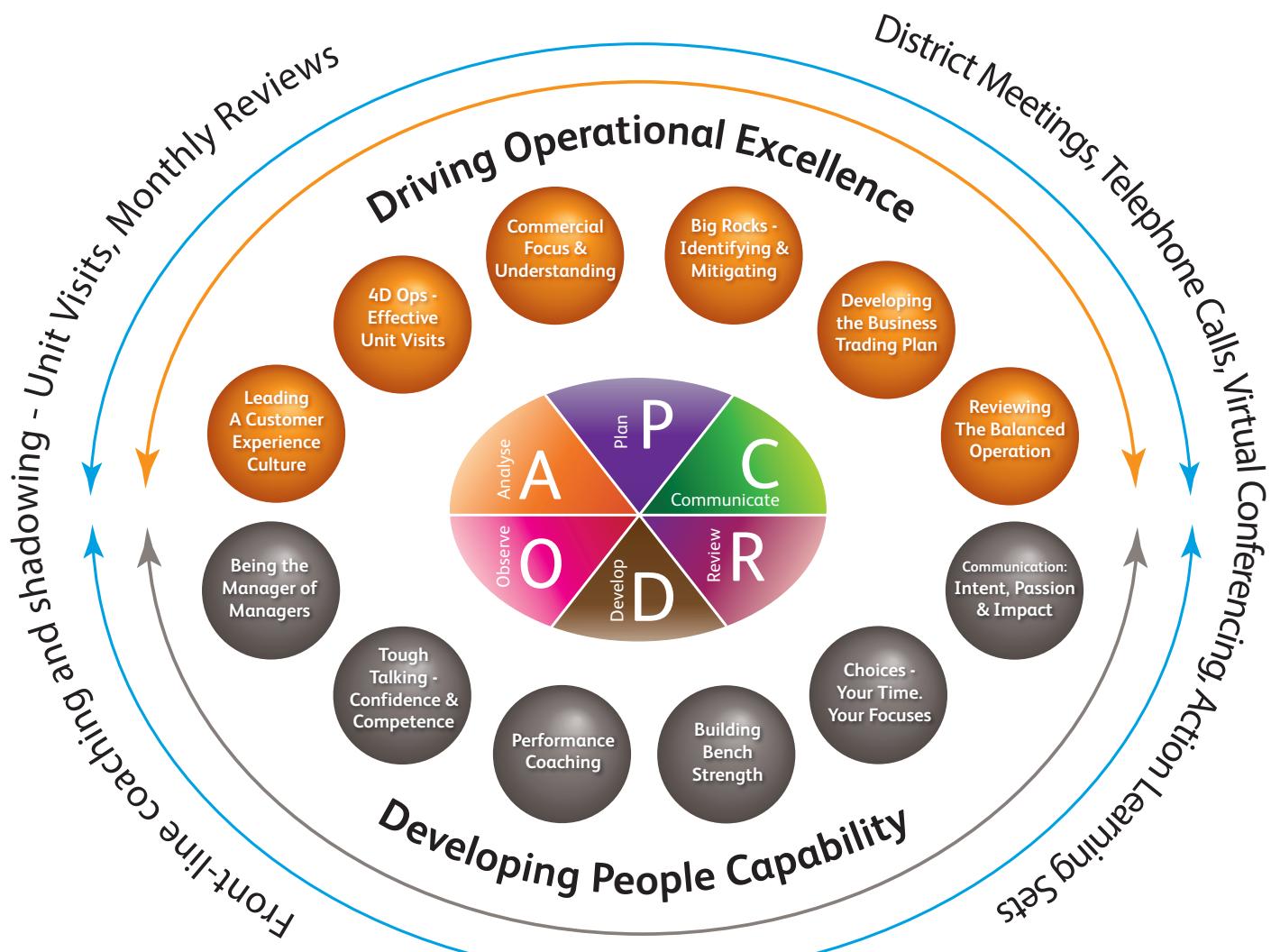
Supporting Your Organisation

We know that your organisation is unique, so we understand the importance of knowing what success should look like for your business and your multi-unit managers.

By conducting an in depth analysis of your organisation, we can identify the strengths and development needs that exist in relation to the activities and behaviours needed to drive sustained superior performance. Our solutions are based on operational insights, experience and academic research.

The MMU models are designed to drive both operational excellence and develop people capability. Many of the modules regarding the development of people capability are best delivered using workshop style sessions.

This approach makes it easier to put into practice such skills as feedback, questioning and other coaching skills. Other content, related to driving operational excellence, can be delivered using virtual technology and crucially one-on-one time spent with your multi-unit managers in the field.



Case Study: Thomas

CHALLENGE

Thomas was a multi-unit manager for a national retailer responsible for more than 20 food and beverage outlets in the southwest of England. When the development programme commenced, sales in Thomas's region were almost £500,000 lower year on year and profit was more than £350,000 below budget.

ACTION

The programme helped Thomas to identify both the root causes of the negative trends and the profitable growth opportunities in his units. At the same time, Thomas began to reappraise his own approach to managing his team using the Critical Impact Activities essential to his role as a multi-unit manager.

- Joint analysis with MMU revealed that Thomas's unit managers lacked commercial awareness and did not 'own' their financial results. It also identified the Big Rocks (i.e. sales, labour and cost of goods/margin) that needed to be prioritised in units showing the most negative trends
- Thomas began to actively involve his managers and their teams in all aspects of the business trading plan he was developing. By introducing regular 'You talk, I listen' sessions, Thomas captured ideas for local improvements and influenced initiatives from head office
- Early on, Thomas realised there was an opportunity to improve the quality and margin of several lines (such as muffins and cookies) bought in from external suppliers. By taking production in-house the team reduced costs and improved quality, resulting in higher sales. Another benefit was the real sense of pride it created amongst the team that in turn led to higher sales from suggestive selling

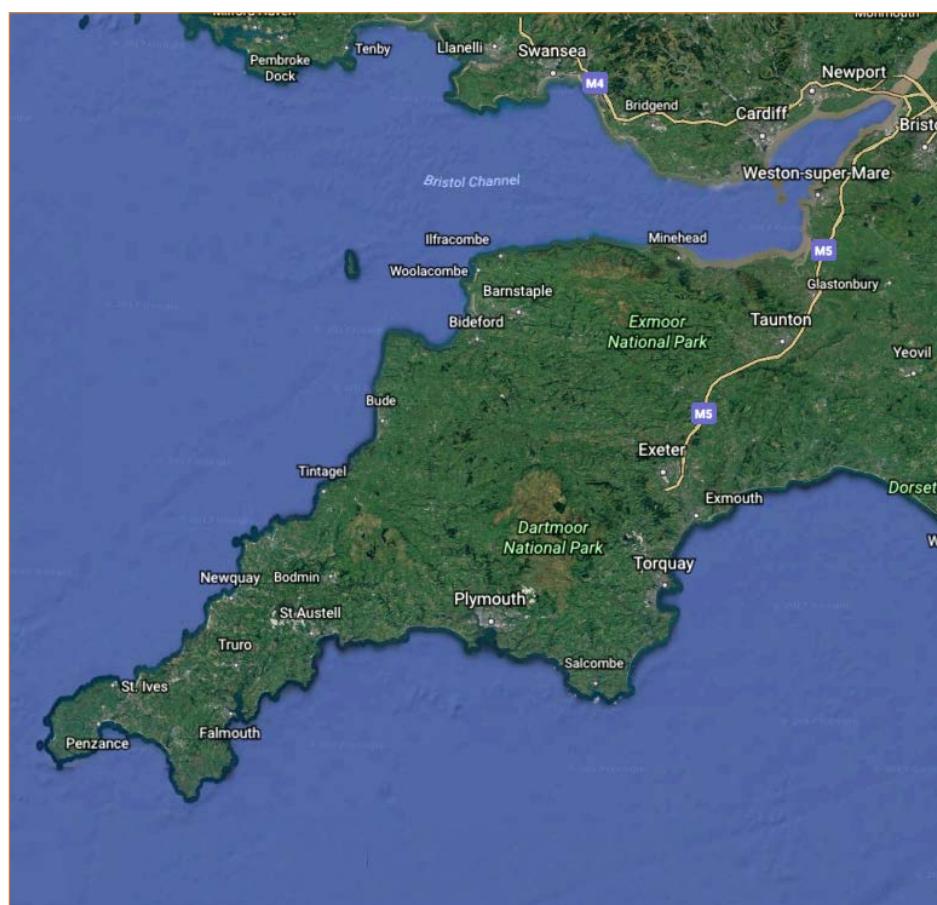
- Adopting a more structured approach to unit visits, Thomas spent time reviewing each manager's daily checks of operational standards. Significantly, this revealed that staff on some shifts did not know their sales targets. Thomas went about correcting this by coaching his managers to focus on these gaps in their internal communication and to follow up afterwards
- Using MMU's 'People Inventory' process, Thomas identified strengths in his management team and areas requiring development. He adopted the 'Rule of 7' approach to succession planning and encouraged his managers to carry out their own people inventories to identify development goals achievable within a clear time frame. The resulting pipeline of more able managers helped consolidate and sustain the gains flowing from Thomas's own development as a leader of managers

OUTCOME

Spurred by Thomas's proactive and engaging management style, unit managers instigated their own initiatives, based on their better understanding of their business. They also showed greater commitment to implementing these ideas effectively.

The financial year following the programme saw a sharp turnaround in the performance of the south-west region. Sales rose to almost £280,000 above target, while the previous year's loss turned into a profit of £70,000.

The impact on staff development was also dramatic, as the proportion of internal promotions more than doubled from 35% to 90% of all manager appointments.



Making A Difference -

Breadth and Depth of Experience

The MMU team's strong background in the hospitality and retail sectors, blended with extensive international experience, means we bring both a strategic view to the multi-unit landscape as well as a practical appreciation of the challenges and opportunities facing today's multi-unit managers.

We work with and influence all levels of organisations, from senior board members, to front line teams. In a very real sense MMU understands that in any retail or service sector business it is "the front line that delivers the bottom line!"

Continuous academic rigour

The work of Professors Chris Muller & Robin DiPietro gives MMU a unique insight and international perspective and is an unparalleled resource available to benefit any organisation.

Social collaborative learning

With a focus on the future of social collaborative learning, MMU is committed to offering organisations the opportunity to use online resources that can be accessed anywhere, anytime via mobile devices.

Measuring return on investment is vital in all business activities and we believe that evaluating the successful development of multi-unit managers should be no different. Success should be assessed by the measures that matter to the business.

Global network of subject matter experts

MMU partners with other subject matter experts from our global network. Whether it be an analytical profiling process of high performing multi-unit managers, an in-depth customer insights research programme or a labour scheduling & productivity improvement programme, we partner with companies that can provide an in-depth solution for you.

What makes MMU stand apart from other organisations is our passion to develop your multi-unit manager beyond the walls of any workshop.

Support on the front line, as the multi-unit manager performs the critical impact activities, is where sustainable behavioural change takes place and organisational performance is taken to the next level.

If you agree then we welcome the opportunity to be your partner on the exciting journey to operational excellence.

These might include:

- increasing average spend
- improving the number of transactions processed or items per transaction
- driving profitable sales
- enhancing customer experience

So why work with us?

There are three key commercial reasons why organisations work with MMU:

1. Improve management retention, reduce recruitment and training costs
2. Enable newly promoted multi-unit managers to hit the ground running and to be more productive quicker
3. Develop existing multi-unit managers to their full potential and enhance organisational performance



The Founders of MMU



Left to right:
Lee Sheldon, Daniel Mills
and Andy Bull

