

Molly Wally's

Employee Engagement Report | December 2023

prepared by Franchise Business Review

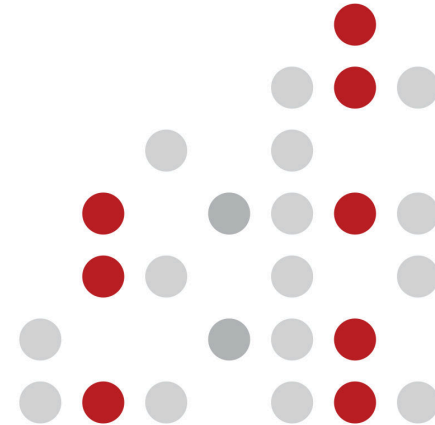
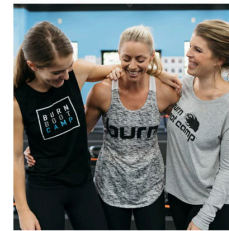
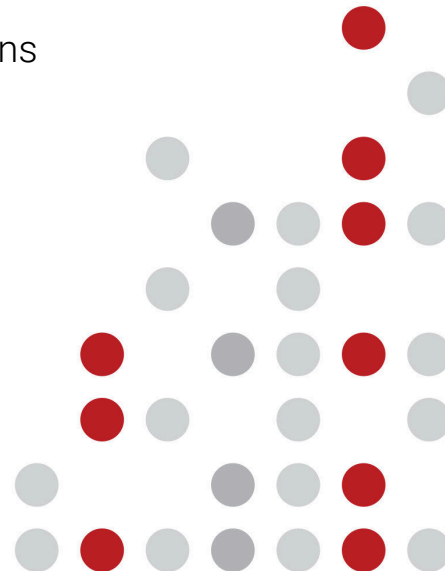


TABLE OF CONTENTS

- 1 | Introduction
- 2 | Overview
- 3 | Highest/Lowest Areas
- 4 | Sections
- 5 | Open Text Questions
- 6 | Next Steps



About FBR

Franchise Business Review (FBR) is the leading market research firm in the franchise sector specializing in satisfaction and business performance. Since 2005, we have worked with over 1,200 leading franchise brands.

Our mission is simple:

We gather actionable insights from your key stakeholders – your franchisees, your employees, your candidates, and your customers – and we put those insights to work to help you build a stronger, more successful company.

For us, **driving better results** is much more than a tagline. It's about helping the very best franchise companies achieve greater success.

Franchise Business Review

155 Brewery Lane, Suite 201
Portsmouth, New Hampshire 03801
603.433.2270 | www.GoFBR.com

©2023 Franchise Business Review. All rights reserved.

Introduction

Overview of Project

Franchise Business Review (FBR) recently completed an employee engagement project with **Molly Wally's**. Our research was completed in **December 2023** with current employees (**101**) being contacted by email and asked to complete a detailed engagement survey and **93** employees (**92%**) completed the survey.

FBR's standard employee survey asks 32 benchmark questions across eight primary areas: Satisfaction, engagement, alignment, self-assessment, manager, leadership, culture, and core. Over the following pages of this report, we will examine each of these areas in detail and benchmark each against our current employee engagement industry data.

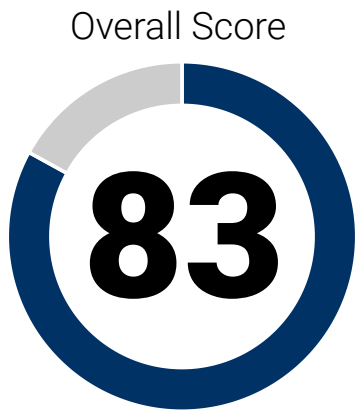
Scoring and Analysis

Employee Engagement Scores

Each question is scored on a weighted average of the responses given on a 5-point scale. Individual answers receive a score of 100, 75, 50, 25, or 0 across the range from most positive to the least positive response. Scores can range from 0 to 100 points on any question, and your overall engagement score is the average of all 24 questions asked of employees. Generally speaking, a score above 80 is considered above average, 70 to 80 is average, and lower than 70 is below average. That said, employee engagement scores can vary from question to question, and section to section.

Employee Engagement Benchmarking

All standard FBR questions were benchmarked against current employee engagement data from many other brands across the franchise sector. This benchmark currently includes data from over 2,000 employees.



**92 %
participation**

93 out of 101
invited employees
took part in the
survey.



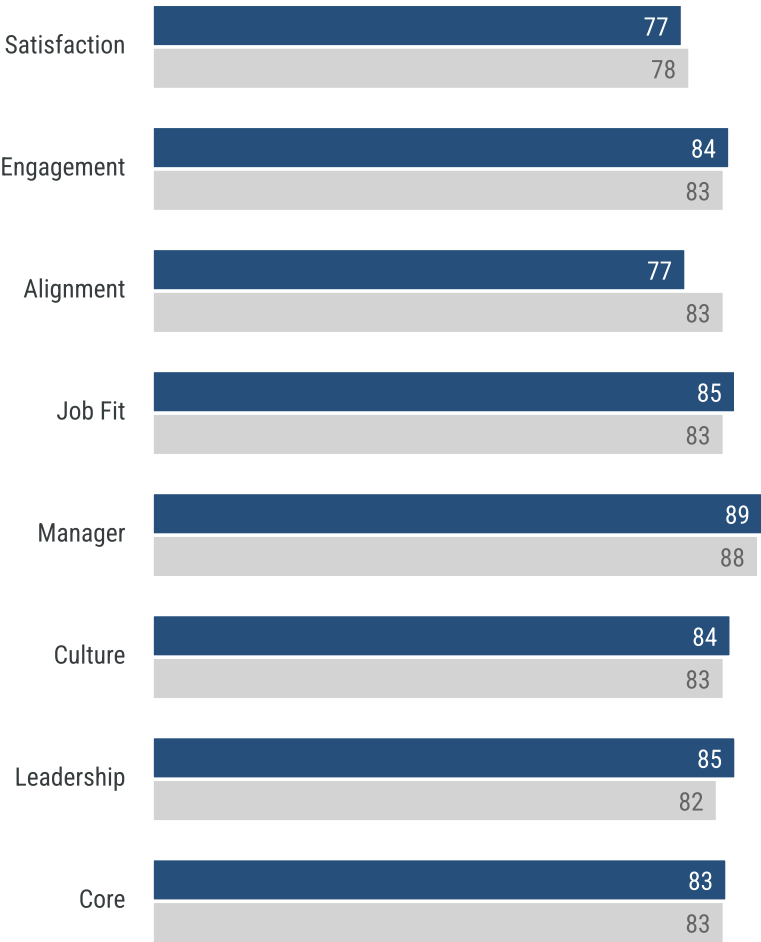
**0%
above average**

Your overall score is
0% above the
average score of 83
based on 65 brands
in our current
benchmark.



**75th
percentile**

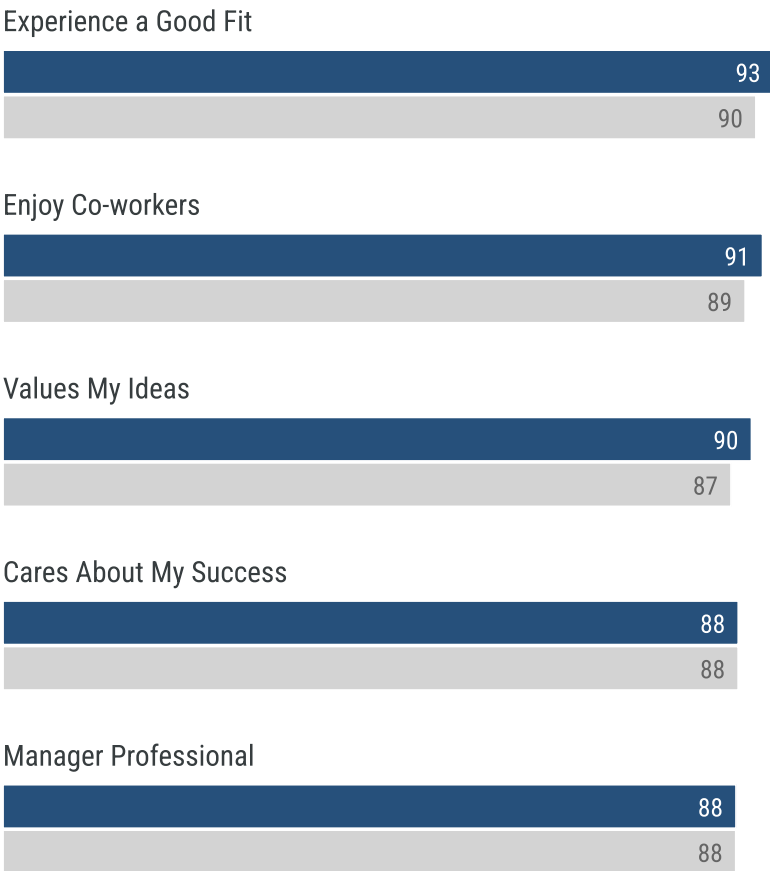
Your score is in the
3rd quartile for
employee
engagement.



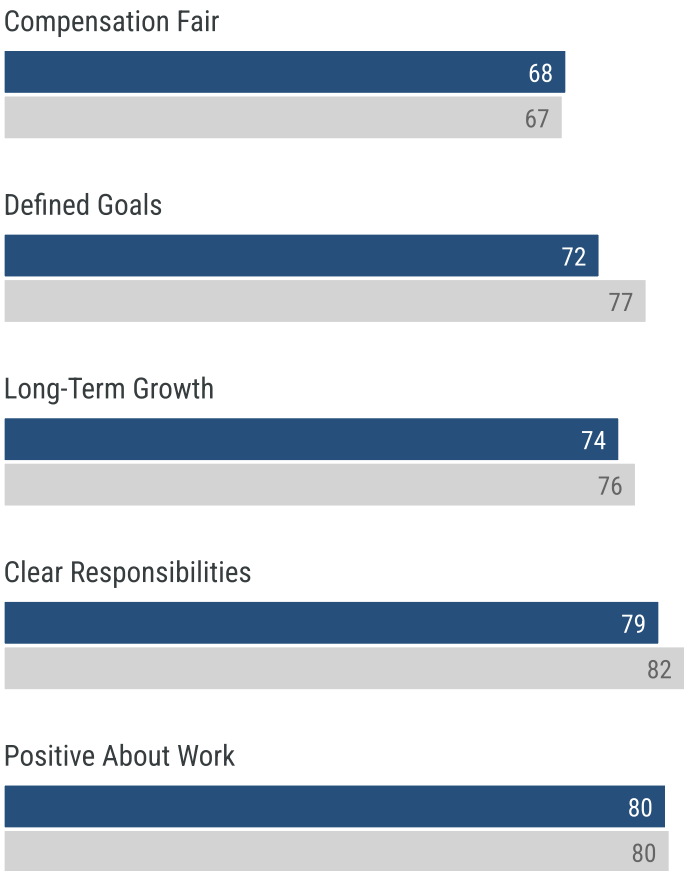
■ Molly Wally's ■ 2023 Employee Benchmark

Highest / Lowest Rated Areas

Highest Rated Questions

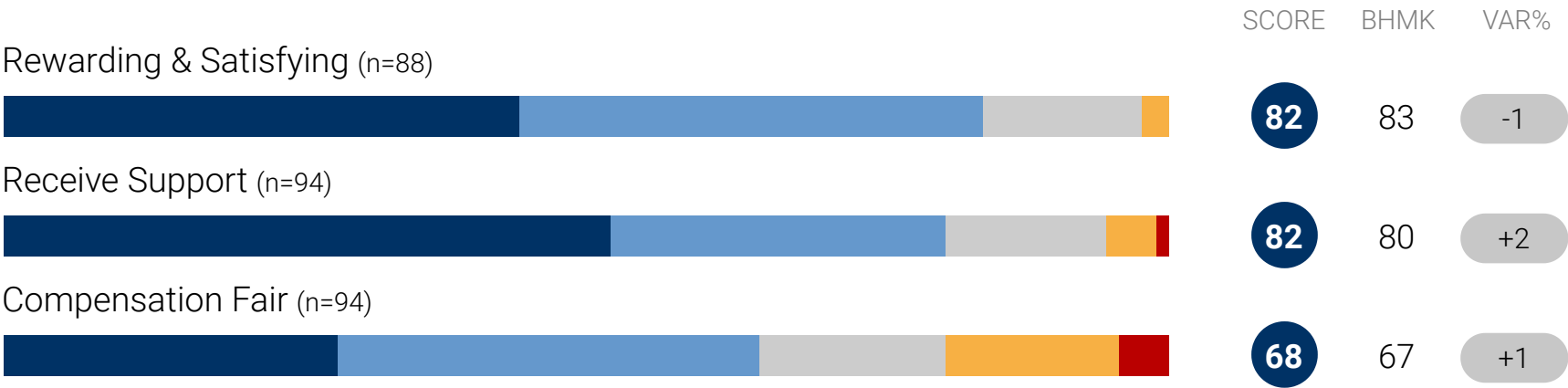


Lowest Rated Questions



Molly Wally's 2023 Employee Benchmark

Satisfaction



Rewarding & Satisfying

Job satisfaction is a key driver of overall employee performance. Feeling confident in their experience and professional skills relates directly to how an individual feels about their role in the business. High job satisfaction requires a balance of feeling prepared for the tasks at hand, while also challenging employees with new and different tasks and opportunities for learning and growth.

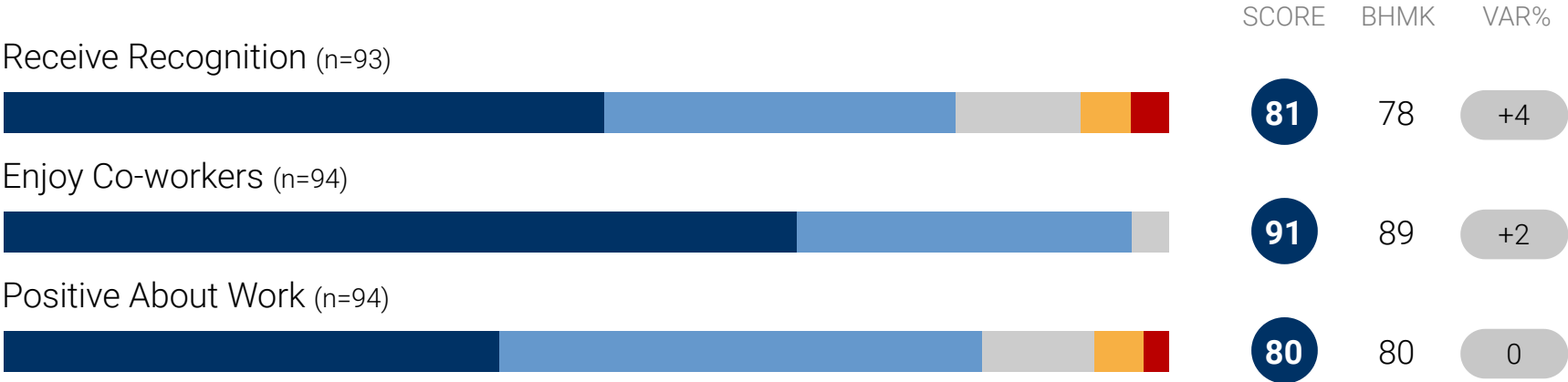
Employee Support

Employees need to feel fully supported in their roles to thrive. This starts with foundational training during the onboarding process, as well as continued access to the resources employees need to perform at their best. This can include simple things like having the right equipment and tools to do their job effectively, as well as receiving the necessary support from team members, managers, and other departments.

Compensation

Fair compensation is foundational to any long-term employment relationship. When employees feel they are paid fairly relative to their peers and their experience, and they see opportunities for growth, they will have strong self-worth and a positive attitude. Frequently educating employees about your compensation and benefits programs can help foster more transparency around the often challenging “money discussion.”

Engagement



Recognition

Recognition by company leaders, managers, or co-workers has one of the most direct and positive impacts on employee engagement. Unfortunately, many of us have the tendency to point out items that need to be improved or fixed in the workplace. In his legendary book, The One-Minute Manager, author Ken Blanchard reminds us of the importance of “catching employees in the act of doing good.” Genuine and frequent employee recognition is a common element of the most successful organizations.

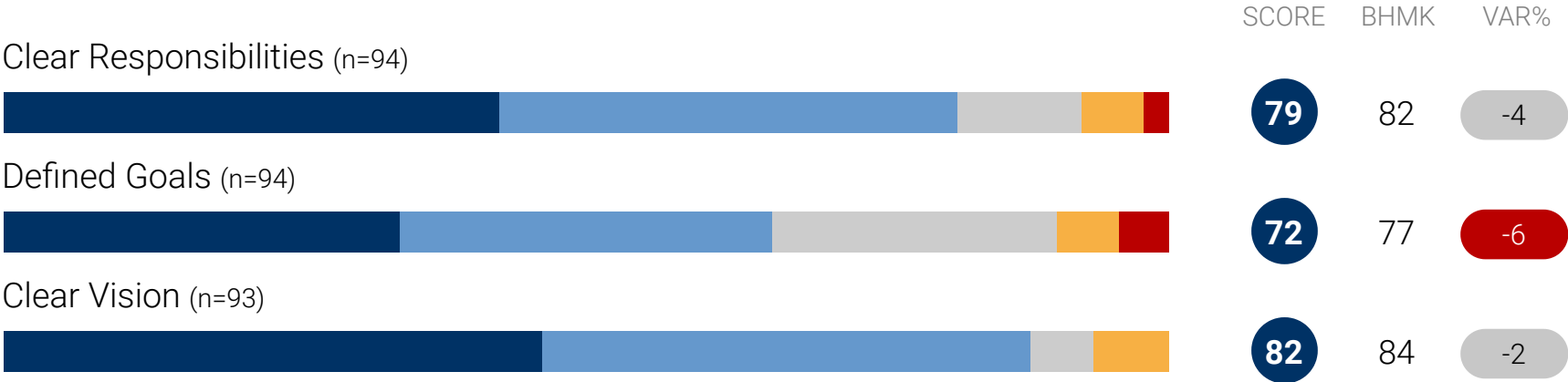
Co-Worker Relations

Not everyone at work is going to be best friends but having employees that enjoy working together and are respectful of each other is critical to high-performance organizations. Close working teams will often bond naturally (which is good) but this can also create tribal, competitive forces between teams and departments (which is bad). Employers need to foster both work-related and social activities to build strong employee relations company-wide and break down any department “silos” that may exist.

Positive Attitude

Is the glass half-full or half-empty? Southwest Airlines founder Herb Kelleher coined the mantra “Hire for Attitude, Train for Skills” and couldn’t have been more right. Everyone has an occasional bad day, but certain people are just naturally more positive than others. And the thing about attitude — good or bad — it is contagious. The most successful organizations hire for culture fit first, and creative leaders and managers will always find a positive approach to challenging situations.

Alignment



Clear Responsibilities

It seems obvious, but it is amazing how many employees don't have written job descriptions, and clearly defined items that they are responsible for. Every employee in your organization should understand the company's mission (see previous) and have a clear understanding of how their role and responsibilities tie into that bigger picture.

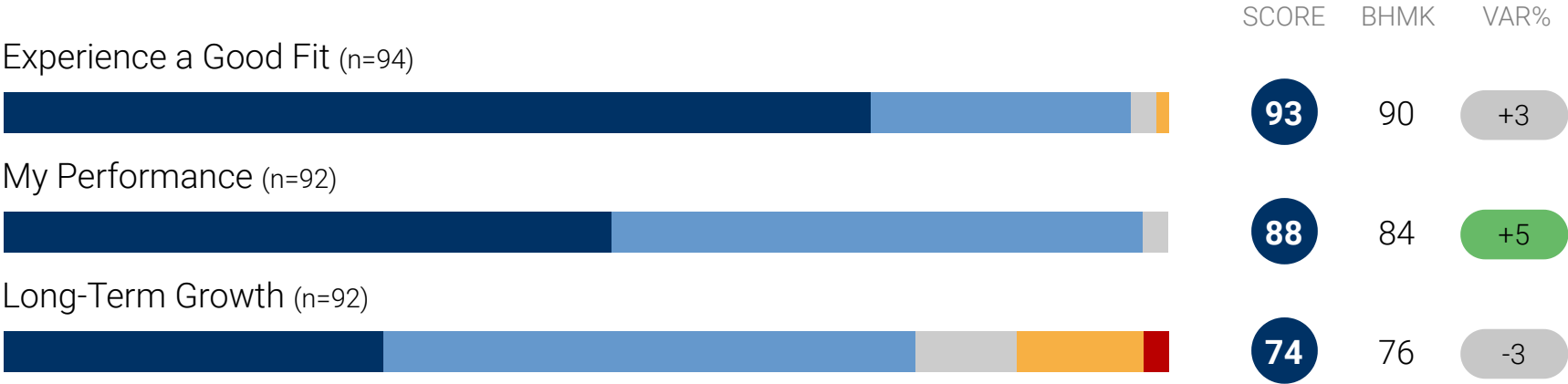
Defined Goals

All high-performing organizations live by the adage "what gets measured, gets done." Whether your company uses KPIs (key performance indicators), OKRs (objectives and key results), ROCKS (from the book TRACTION by Gino Wickman), or some other metrics, every employee needs to know how their performance is being measured, and their progress should be reviewed and discussed frequently.

Company Goals, Vision, & Values

More and more people are searching for purpose-driven organizations to work for. Your company's "Why" might be crystal clear to you, but are all your employees on board? In today's "experience marketplace", clearly communicating your vision, mission, and values to all your key stakeholders — employees, recruits, franchisees, partners, and customers — is more important than ever.

Job Fit



Job Fit

Employers and employees look at job fit slightly differently. Employers typically look at whether an employee has the proper skills and experience to do their specific job. On the other hand, employees self-access their skills and experience, but also their desires, their team, and their growth and learning opportunities.

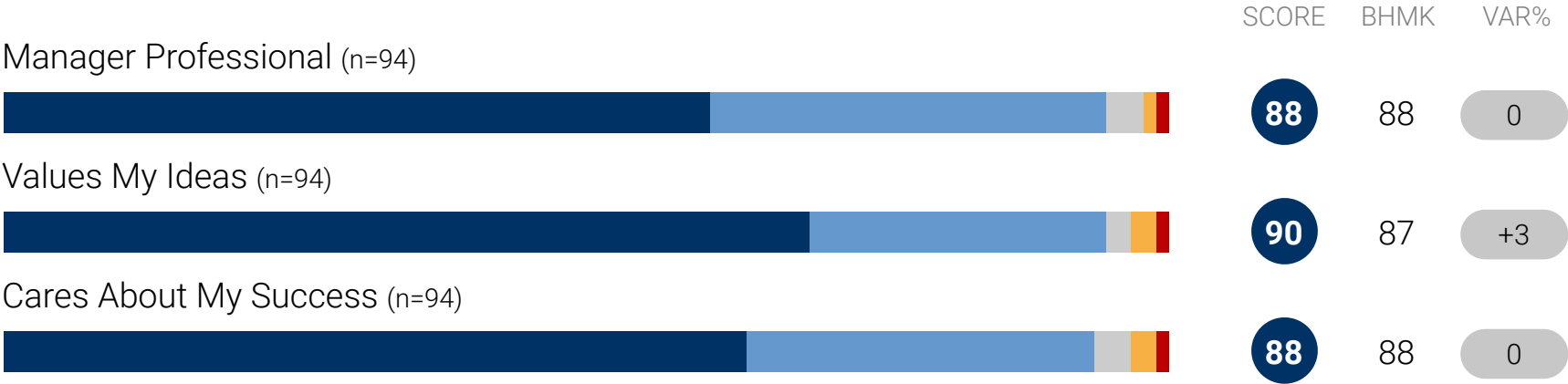
Job Performance

Honest self-assessment of one's own performance requires maturity and a high level of emotional intelligence. Interestingly, many top-performing employees are also their own harshest critics, underrating their performance on the job. Asking employees to rate their own performance will give you key insights into the perspectives and self-awareness of your team.

Long-Term Opportunity

Motivated, high-quality employees want to be challenged by their work, and learn and grow. Managers and company leaders are often so focused on overall company goals, they can overlook individual personal growth goals. It's important to have frequent, open discussions with employees about growth opportunities and their short and long-term goals.

Manager



Manager Effectiveness

Most people don't leave companies, they leave bad managers. Day-to-day interactions between managers and their direct reports can make or break the employee experience. Too often, people are promoted to management positions based on tenure with the company, and not based on the interpersonal skills they have to succeed as a manager. Investing in management training for your weakest managers can pay big dividends in long-term retention and recruitment efforts.

Ideas & Feedback Valued

Strong listening and communication skills are some of the most important traits of a good manager. Treating direct reports with respect and openly encouraging their ideas and honest feedback makes employees feel heard and engaged. How can your managers work to practice and hone their interpersonal communication skills?

Cares About My Success

Everyone wants a boss to take a genuine interest in their success. Encouraging stretch goals and providing the necessary support to help employees meet those goals helps employees build further confidence in their roles, and better understand their long-term career growth potential with your company.

Culture

	SCORE	BHMK	VAR%
Contributions Valued (n=94)	83	83	0
Respected at Work (n=94)	83	84	-1
Positive Culture (n=93)	85	83	+2

Contributions Valued

Cultivate a culture of recognition. Start meetings by asking people to share kudos or create an internal channel (many use Slack) where anyone can publicly recognize a colleague for their contributions. Include rewards for exceptional contributions—simple things like an extra day off or a gift card to a local restaurant can have huge benefits. Celebrate individual team achievements

Comfort & Respect

Give employees individual attention. Greater work autonomy and flexibility motivate employees to take pride in their work. Check in frequently to uncover any needs or challenges, especially if employees are remote. Do they have everything they need to do their job? Do they feel supported by their manager and co-workers? Are they comfortable bringing their true self to work?

Strong, Positive Culture

Companies spend a lot of time and money focused on making things “fun” or offering perks to keep up with their competitors, but culture isn’t about having a ping pong table in the office or beer on tap. Focus on building trust and a shared vision within your team. Do your employees feel supported in what they do? Do they buy into the vision you have for your company, and are they passionate about helping you get there?

Leadership

	SCORE	BHMK	VAR%
Management Professional (n=91)	85	83	+2
Clear Communication (n=92)	82	77	+6
Management Effective (n=93)	87	84	+4

Professional & Fair Leadership

With fewer direct interactions, there can often be a disconnect between senior leadership and the rest of the staff. Look for opportunities to break down barriers between staff and leadership, and encourage as much business and social interaction as you can. Senior leaders often have to work harder to foster these staff connections, especially as your company grows.

Clear Communication

Communication from senior leaders to franchisees and employees is an area many franchise companies struggle with. Developing a strong communication strategy for all key initiatives, and taking a multi-tiered approach to communicating through your various channels will help keep your entire organization "in the know." And remember, good communication flows in two ways. Remind employees frequently of your preferred channels for feedback and insights.

Leadership Effectiveness

It's hard to drive a business forward if you don't have a clear vision of where that is. Paint a detailed vision for your future and the path to get there. Involve your team in reaching out and sharing details across the organization so it's not all coming from one executive. Make sure employees understand the importance of transparency and communication, and give them the tools they need to support your mission.

Core



Great Place to Work

Communicate your core values. Even if you have strong core values for your organization, if existing employees don't know what they are, or don't see them in action, you're missing an opportunity to engage them and excite them about being part of your business and contributing to meaningful work. Our Guide to Creating and Maintaining a Positive Culture outlines the process.

Job Happiness

Invest the time to get to know your employees and their goals outside of work. Ask for feedback: What do they need? How can you help them succeed? Provide opportunities for them to get passionate about what you are doing, connect with others, and feel supported. Understanding what your employees are juggling outside of work is also important to understand how it might be impacting their job or outlook.

Recommend to a Friend

Monitor employee sentiment. You need to know what employees are saying about you. Job candidates will be asking their network what it's like to work for your company. Make sure you regularly check sites like GlassDoor and social media platforms, and ask questions in exit interviews to learn where your culture shines and where there are opportunities for growth.

Open Text Responses

Please provide any feedback or suggestions specific to your role:

Open Text Responses

Please provide any feedback or suggestions specific to your manager:

Open Text Responses

Please provide any feedback or suggestions specific to the senior management team:

Open Text Responses

Please provide any additional feedback or suggestions you may have:

Recommendations & Next Steps

Thank Employees

If you haven't already done so, send a system-wide broadcast thanking all your employees for taking part in the survey project. Show your appreciation for all the feedback they shared. You can explain that you and your team are working with Franchise Business Review to analyze the many responses from employees, and you will circle back soon to share the results. This will help reinforce the value of the survey project and encourage even higher participation next time around.

Share Survey Results

Whenever you collect feedback from your employees, remember to share some of your key learnings and insights with them, and thank them for sharing their perspectives. All too often we get caught up in the process of turning survey insights into action plans and we skip the simple step of thanking our team for their thoughts. When your team feels appreciated for taking the time to share their experiences and ideas, they will be more engaged and much more likely to provide genuine feedback in the future.

Involvement will Build Engagement

All too often, senior leadership teams discuss and design new initiatives in a bubble, with limited input from other team members. Whenever your organization is trying to improve processes or address challenges, these are great opportunities to build engagement with your whole team. Involve staff at all levels in your problem-solving processes, and share the responsibility (and accountability) of these projects. Engaging a variety of different opinions and voices will help you build a stronger, more inclusive organization.

Monitor both Skillset and Mindset

Many organizations are experts in training and teaching various skills to their employees – it's the foundation of the franchise model after all. Yet regardless of skillset, mindset can have an even greater impact on the performance of your team. It's more critical than ever to frequently gauge the physical, mental, and emotional wellbeing of team members, and to provide personal coaching and resources to keep them at their best.

For us, driving better results is much more than a tagline. It's about helping the very best brands achieve greater success.

Congratulations on Taking a Big Step Toward Building Stronger Employee Engagement.

Running a successful organization is challenging. We hope this report provides you with a few actionable insights and ideas to help move your company forward.

The FBR team is here for you. If you need additional feedback from your franchisees, your employees, your candidates, or your customers, we'll help you get the insights you need. Please don't hesitate to reach out with any questions about our research, or ideas on how you and your team can continue to drive better results.

Happy Franchising!

Your Team at Franchise Business Review