



Capital Markets Day

25 January 2023



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Operational gearing through technology

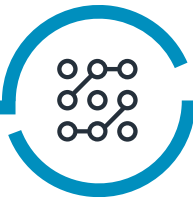
Colin Rees
Chief Information
Officer



The Role of Technology at Franchise Brands



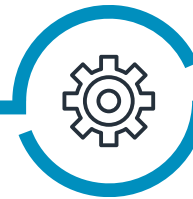
Build new
products and
innovate



**Build and
operate** data and
technology
platforms



Ensure platforms
are reliable,
scalable & secure



**Drive operational
efficiencies**

Our Technology Vision



Our investment in digital technology delivers tools that enable our business to:

Enhance the customer experience.

Increase sales and improve retention of existing business.

Drive efficiency and productivity of our customers, the Support Centre and our franchisees.

Assist engineers in satisfying ever more demanding customer requirements.

Help make people's jobs more rewarding.

Our Approach

**01**

Customer experience, efficiency & productivity and sale are all linked.

02

Many customers and franchisees prefer to self-serve.

03

Repetitive tasks should be automated to reduce costs and create a more rewarding working environment.

04

System-driven customer journeys and validations will improve operations by helping us consistently do the 'right' thing and do things 'right'.

05

What gets reported gets done.

06

Profitable franchisees drive growth.

07

Scale helps reduce costs and leads to simplicity.

08

Reliability & security as part of everything we do.

09

Its best to fail fast (Think, Do, Adjust).



Case study



METRO ROD 1.0

Customers log jobs via phone, email or customer portal. **Highly manual for both parties.**

Customers send us **1000's of calls and emails** requesting updates on jobs, photos and other information.

Invoicing and credit control is **complex and time consuming** with too many queries.

We don't know where our engineers are, so we **can't tell our customers.**

We **spend almost as long administering each job** as the engineer spends doing it.

METRO ROD 2.0

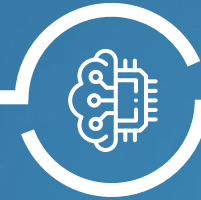
Customers can **self serve via "Vision – Connect"** to log jobs, track engineers, approve quotes, get updates and pay.

Systems provide **complex checks and balances** to assist in delivering high levels of compliance with customer procedures.

Robots **automate the high-volume tasks.**

Standard engineer device provides improved productivity, safety and management.

Robotic Automation



USED TO AUTOMATE REPETITIVE AND TIME SENSITIVE TASKS SUCH AS JOB LOGGING, INVOICING, CONTACT CENTRE CONTACTS.

BENEFITS:

Allows team to focus on more interesting and complex work

Works 24x7x365

No breaks, sickness, holidays

No scheduling issues

Allows head start on SLA

30%

of all jobs logged

14%

of all invoices raised

26%

of all emails

Analytics and Reporting



**ENABLES US TO MONITOR
AND IMPROVE EVERY
ASPECT OF THE BUSINESS.**

Open access to information :

- For the Support Centre
- For our franchisees

Allows multi-dimensional analysis

But always focus on how the information can improve the business.



Opportunity

Advanced scheduling



**IMPROVING THE WAY IN WHICH WE
ALLOCATE JOBS TO ENGINEERS IS
AN OPPORTUNITY TO INCREASE
OUR EFFICIENCY.**

BENEFITS:

1 hour per day billable is approx. £8m of additional network revenue

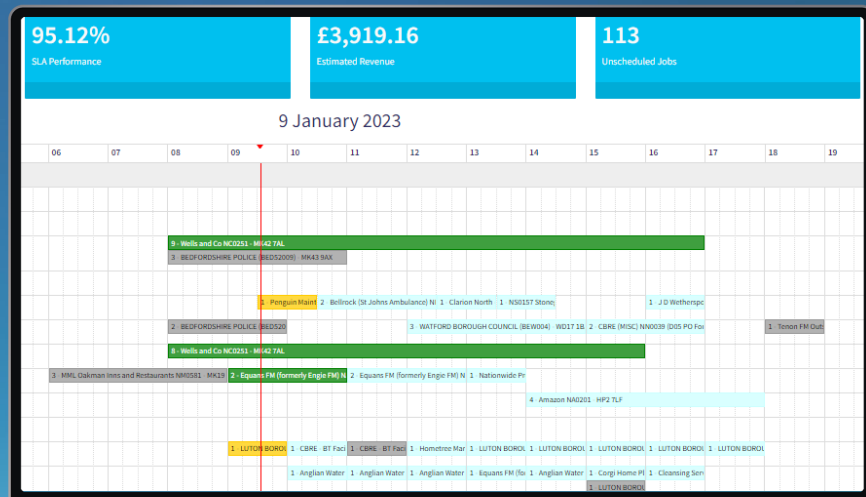
Having sufficient engineers
is a key driver of
competitive advantage

Allows us to improve the work-life 'balance' for both our engineers and office teams

Engineers driving less means that there is also an environmental benefit

Increases the efficiency of the local office and reduced their fuel costs

Enables us to improve the SLA's and hence the service we provide to our customers



EARLY RESULTS:

30 mins
per engineer /
per day saving

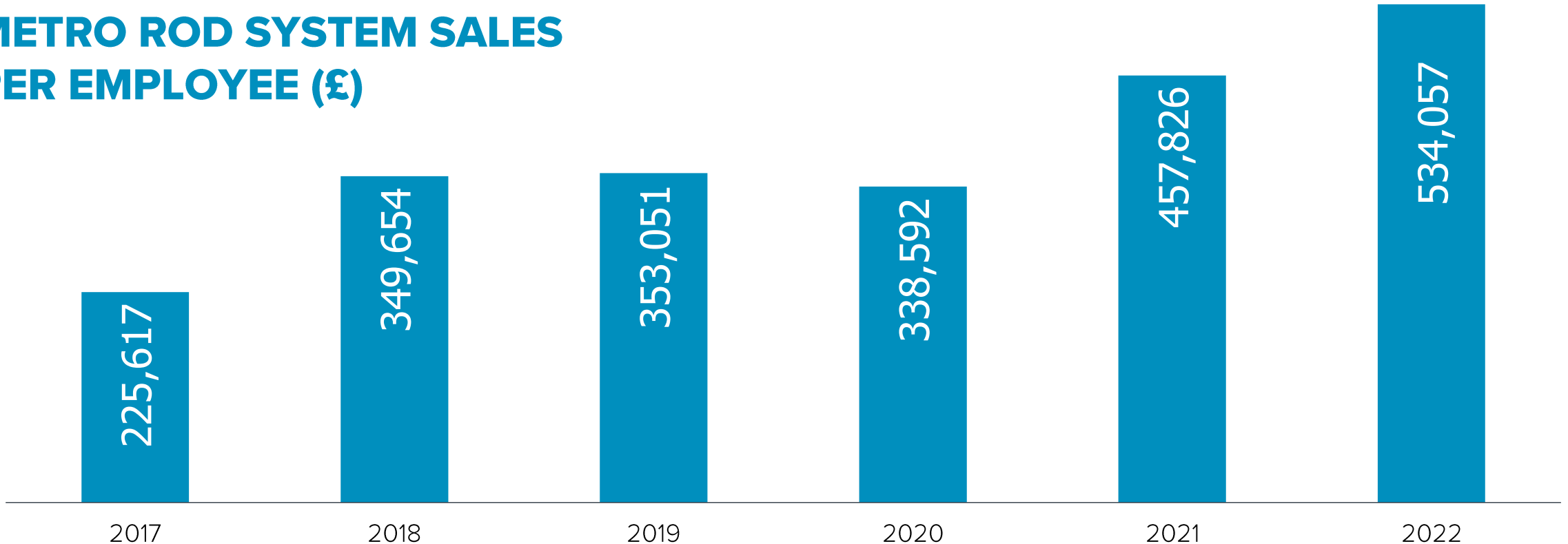
10pts
SLA improvement

Shorter working day



Operational gearing in action

METRO ROD SYSTEM SALES PER EMPLOYEE (£)





→ **1990**

Founded in 1990, Azura is the **most established** technology partner for the franchise sector

→ **2018**

Selected as the **system provider** for Metro Rod / Metro Plumb

→ **Late 2021**

Acquired by Franchise Brands



RATIONALE :

Azura has **market-leading franchise management software** but has yet to maximise its commercial value. There is a clear opportunity to improve its software's branding, marketing and sales to **attract new customers and maximise the value of existing ones.**

Protects the I.P. in the Vision product, preventing that from being shared with a competitor.

Enables us to accelerate our own digital transformation programme.

A platform that enables us to rollout benefits across other franchise network.

Summary



01 ROBOTICS PLATFORM

Unique to us and allows us to automate almost any manual task fast

02 ANALYTICS & REPORTING

Provides a shared lens on the business allowing all to strive for improvement

03 VISION

Provides a competitive advantage by allowing us to develop unique features

04 DIGITAL MINDSET

A team with digital in their DNA