



# 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



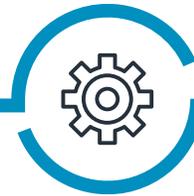
**Build new**  
products and  
innovate



**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.

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Increase sales and improve retention of existing business.

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

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Assist engineers in satisfying ever more demanding customer requirements.

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Help make people's jobs more rewarding.

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# Our Approach



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**01**

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

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**02**

Many customers and franchisees prefer to self-serve.

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**03**

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

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**04**

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

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**05**

What gets reported gets done.

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**06**

Profitable franchisees drive growth.

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**07**

Scale helps reduce costs and leads to simplicity.

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**08**

Reliability & security as part of everything we do.

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**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

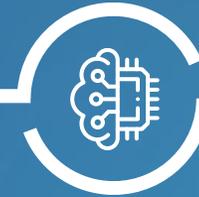
Customers can **self serve via "Vision – Connect"** to log jobs, track engineers, approve quotes, get updates and pay.

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.

The dashboard displays three data tables with filters on the left. The filters include Year (1/1/2022 to 7/15/2022), Month, Week of Year, Team Name, Skill Name, and Media Type, all set to 'All'.

Agent Hours									Contacts								Abandoned Calls									
Hour Of Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total	Hour Of Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total	Hour Of Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	34.1	36.0	39.2	37.1	34.0	35.4	39.2		0	224	291	209	252	322	324	309		0			2	5	7	2	4	20
1	34.0	36.0	38.9	37.0	34.0	35.0	39.0		1	105	144	158	178	148	168	194		1	1	2	2		5		2	12
2	34.0	36.0	39.0	36.7	33.8	35.0	39.0		2	65	124	88	77	69	85	81		2	1	2		1				4
3	34.0	36.0	39.0	36.0	34.0	35.0	39.0		3	69	91	84	163	69	92	55		3		1			1	1		3
4	34.0	36.0	39.0	36.0	34.0	35.0	39.0		4	61	83	76	53	80	66	45		4						1	1	2
5	34.0	36.0	37.0	35.1	33.0	34.0	38.8		5	127	183	107	74	107	83	94		5			1	1	3	1	1	6
6	29.8	30.5	30.3	28.9	28.9	31.0	30.9		6	236	206	210	162	185	114	99		6			1	1	2	1	2	8
7	55.8	56.2	56.0	55.0	55.1	51.9	52.0		7	875	827	822	773	806	449	323		7	6	6	6	7	3	13	5	48
8	144.2	153.9	140.3	147.0	149.8	91.0	96.4		8	2,688	2,806	2,569	2,570	2,463	1,207	997		8	26	33	29	27	21	36	11	183
9	239.6	258.3	248.7	260.8	260.8	166.7	166.2		9	4,701	4,543	4,314	4,086	4,053	2,221	1,736		9	37	35	17	19	31	59	12	208
10	279.8	299.5	296.0	301.3	298.7	220.2	211.6		10	4,749	4,726	4,482	4,209	4,232	2,580	2,066		10	26	28	26	21	29	54	22	206
11	312.0	329.5	328.3	315.3	326.2	262.6	250.8		11	4,697	4,736	4,626	4,305	4,361	2,794	2,172		11	33	29	13	15	12	23	10	135
12	311.7	323.1	324.0	314.3	324.2	276.5	263.4		12	4,396	4,171	4,090	4,012	3,781	2,701	2,215		12	28	22	24	26	17	31	20	168
13	312.3	323.6	318.4	316.7	324.7	267.6	262.2		13	3,842	4,096	3,882	3,835	3,522	2,699	2,009		13	26	33	15	28	21	33	11	167
14	305.0	310.6	313.4	312.2	318.4	264.4	258.0		14	4,211	4,365	4,198	4,279	3,849	2,584	1,927		14	40	48	25	32	30	43	13	231
15	254.6	256.3	280.6	261.7	268.5	234.4	227.9		15	3,953	4,125	4,212	4,181	3,894	2,595	1,843		15	36	48	29	39	38	75	10	275
16	218.3	223.3	249.6	235.3	235.2	208.4	196.9		16	3,687	3,914	3,797	3,676	3,738	2,599	1,769		16	65	61	49	45	67	88	19	394
17	132.7	138.7	151.8	137.5	130.3	171.7	167.4		17	2,461	2,487	2,443	2,383	2,574	1,999	1,493		17	82	53	38	52	83	55	19	382
18	141.9	144.8	154.5	141.4	133.0	156.3	152.0		18	1,947	1,855	1,873	1,760	1,884	1,727	1,377		18	32	37	21	26	57	28	19	220
19	154.8	163.9	166.2	163.1	153.3	153.1	151.5		19	1,759	1,640	1,609	1,514	1,829	1,668	1,251		19	14	8	8	14	18	22	8	92
20	158.0	167.1	168.6	160.1	154.0	134.7	132.8		20	1,198	1,208	1,227	1,147	1,426	1,298	887		20	11	14	3	11	18	15	3	75
21	115.7	115.5	116.6	111.9	104.2	101.0	97.7		21	937	935	967	902	1,105	1,048	695		21	14	2	14	10	16	28	10	94
22	71.3	73.7	71.9	70.0	70.2	75.2	72.7		22	691	663	652	779	855	681	506		22	7	6	4	7	19	12	3	58
23	46.2	45.3	43.4	40.5	41.9	50.4	46.4		23	343	370	359	369	400	400	224		23	5	7	5	6	11	5	1	40
<b>Total</b>	<b>3,487.9</b>	<b>3,630.0</b>	<b>3,690.9</b>	<b>3,590.8</b>	<b>3,580.4</b>	<b>3,126.6</b>	<b>3,070.7</b>		<b>Total</b>	<b>48,132</b>	<b>48,509</b>	<b>47,014</b>	<b>45,736</b>	<b>45,763</b>	<b>32,212</b>	<b>24,327</b>		<b>Total</b>	<b>492</b>	<b>476</b>	<b>332</b>	<b>396</b>	<b>506</b>	<b>626</b>	<b>203</b>	<b>3,031</b>

# 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

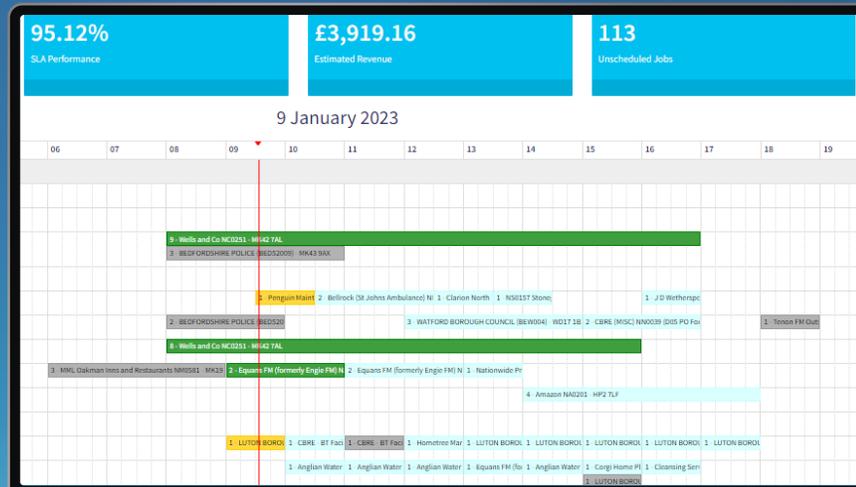
Having sufficient engineers is a key driver of competitive advantage

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

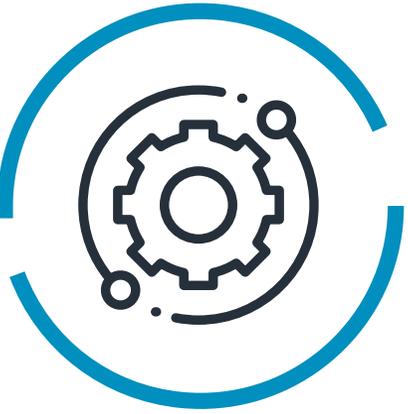


### EARLY RESULTS:

**30 mins**  
per engineer /  
per day saving

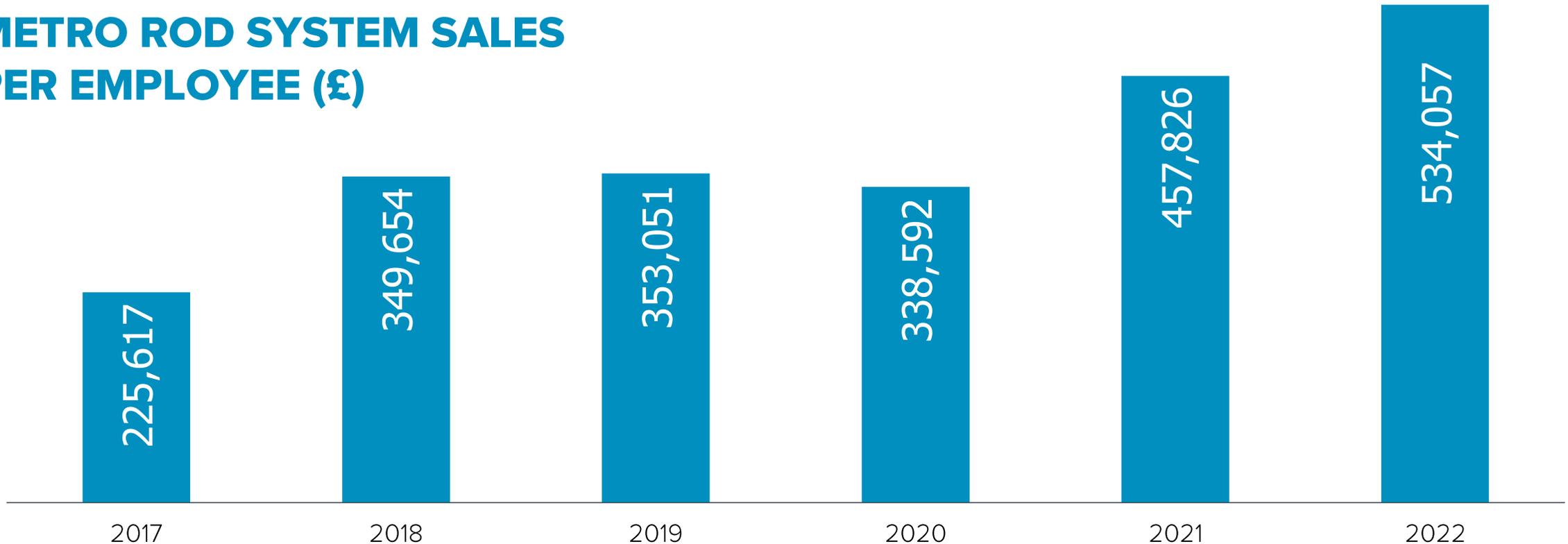
**10pts**  
SLA improvement

**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