



Nudging Frontline Employees Toward Higher Performance

Nudge theory in the workplace

Agile organizations are increasingly taking cues from behavioral science to amplify cultural change and performance among their people. With roots in public policy, “nudging” is one of the most intriguing tenets gaining traction in the corporate world, prompting forward-thinking brands to explore the use of subtle cues and choice architecture for influencing employee behaviors and driving results.

Why focus on the frontline?

Frontline staff are hired to help deliver very specific outcomes for a brand’s physical footprint. But this workforce is so often at an inherent disadvantage, as they’re removed from corporate headquarters and lack the same access to timely brand communication and market initiatives that their counterparts behind a desk enjoy. Frontline communication is often several times removed, outdated, and ineffective, damaging employees’ ability to execute on brand promise with customers.

These unique circumstances shape a workforce upon which nudges can wield some of their most positive results. When strategically designed nudges are delivered to frontline staff through their smartphone, there’s unique potential to reach, engage, and impact them in completely unprecedented ways.

As younger generations enter the workforce—and fundamentally change the way communication takes place—easily digestible nudges delivered through mobile technology foster some of the most effective dialogue between the brand and what will eventually be a completely digitally-native frontline.

“Organizations are leaving potential insights and impact on the table by ignoring positive nudges and the differing environments and elements that can foster greater creativity.

—McKinsey Organization Insights,
“A Small Nudge to Create Stunning
Team Results”

Empowering, not auditing

Nudges are, by nature, about choice and easy to opt out of. It's the choice architecture—the way choices are presented—that influence decisions and behaviors in a positive way, without disrupting the voluntary nature of nudging.

The velocity of the business often means rapid change and refocusing for frontline teams, requiring constant training and re-training on shifting priorities. In this context, choice architecture presents an effective way to align frontline teams and maintain focus on a narrow group of important business outcomes, reducing distraction and confusion, while maintaining a sense of empowerment. Gamification and recognition adds a layer of engagement without altering economic incentives, keeping in line with the spirit of positive nudging.

“While nudges are subtle, they derive their surprising power in part from the fact that they are structural elements embedded into **choice architecture**, steering behavior in a predictable way, without forbidding any options or significantly changing economic incentives.

-Forbes, "Small is Beautiful: Using Gentle Nudges to Change Organizations"

Benefits of frontline nudging

Reinforcing information retention:

With shorter attention spans, and a deluge of communication mediums, brands are struggling to adapt the way they instill information to their teams. Nudges are an ideal reinforcement mechanism to ensure the most critical learnings and topics are retained by frontline staff over a period of time, instead of the traditional one-and-done method.

Testing impact and adapting:

Agile organizations are adept at isolating the most effective behaviors and iterating as they go along, an approach that's particularly effective in the rapid-change context described above. Nudges are flexible and easy to deploy, without the need to consult an extensive communication plan.

Surfacing feedback:

There's no better way to get immediate customer experience updates than asking your frontline, as they're the ones who interact with customers on a daily basis. Nudging for feedback not only enables the best ideas to surface, it also creates a habit of sharing best practices.

Success modelling:

Mobilizing an entire team is ultimately better than mobilizing just one person. When you can nudge teams into sharing best practices, the winning behaviors surface and can be replicated across locations, elevating all teams while fostering a sense of friendly competition.

Our approach

Knowledge and systems

Identify company initiatives and target outcomes. Align them with strategically-designed mobile campaigns



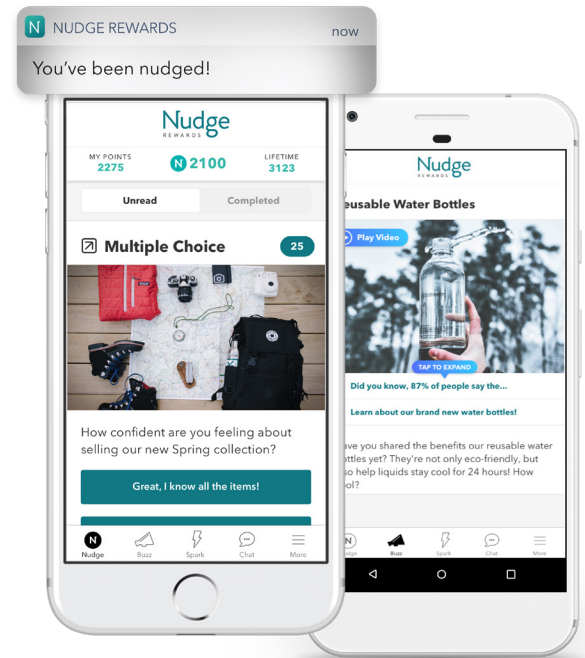
Build and execute campaigns

Launch campaigns to **nudge** employees into improved performance through behavior change, and evaluate impact

Real-world successes

The simplicity and flexibility of nudging allow for tremendous creativity in real-world application. Here are just a few ways in which we've seen successes from our clients.

- A large foodservice provider lifted snack sales by 44% in just a week with nine varied Nudges focused on merchandising and best practice exchange across locations.
- An outdoor lifestyle retailer counts on its store associates to bring the brand's heritage and character to life. They focused on Nudges that tested and reinforced product knowledge for the spring footwear collection and saw a 1.25% lift in conversion among locations that had the highest knowledge of the collection.
- A leading golf equipment retailer timed their product-innovation focused Nudges around a PGA show, empowering staff to have quality conversations with seasoned golf experts who inevitably showed up in-store.
- A rapidly-expanding women's retailer solidified partnership between two disparate sets of customer-facing staff by nudging store associates to recognize exemplary support from the unsung heroes in the catalog call center.
- A global foodservice organization uses Nudges to reinforce executional information on limited-time offers. They've noticed a tremendous value-add benefit in staff retention, with a 6.2% average reduction in turnover across a division of 600 cafes where Nudge is used.
- A global consumer device maker lacked a direct channel to reach associates selling their devices in big-box retailers. Deploying Nudges across 350 wireless kiosks resulted in an average of four more devices sold per month by staff who actively responded to them.
- Operating on a franchisee model, a large hospitality chain noticed a disconnect in brand affinity among the frontline. Guest-facing staff are essential in making the brand come to life, a key component of guest experience at the iconic properties. They reach frontline employees directly with brand-focused Nudges, straight from leadership and also use Nudges to invite two-way dialogue between the two groups, strengthening direct lines of communication.



Learn more about
what your organization
can accomplish with
Nudge

Visit: nudgerewards.com

Email: hello@nudgerewards.com

ABOUT NUDGE REWARDS

At Nudge Rewards, we're on a mission to connect forward-thinking brands with their frontline employees in meaningful ways that drive their performance potential. Our mobile solution is powered by behavioral theory, social mechanics, and gamification, offering a truly unprecedented way of impacting key business drivers while delivering insights that matter. To date, we've delivered nearly 10 million nudges to the frontline, supported by an average 4.7 rating from thousands of app reviews worldwide. To learn more, visit www.nudgerewards.com