A woman with blonde hair, wearing a blue denim shirt and a grey apron with a white tie, is looking down at her smartphone. She is standing in front of a glass door or window with blurred lights in the background.

# Your guide to getting started with BYOD

---

Learn how Bring Your Own Device policies in the workplace can unlock valuable business gains like improved employee engagement, increased sales, and decreased turnover.

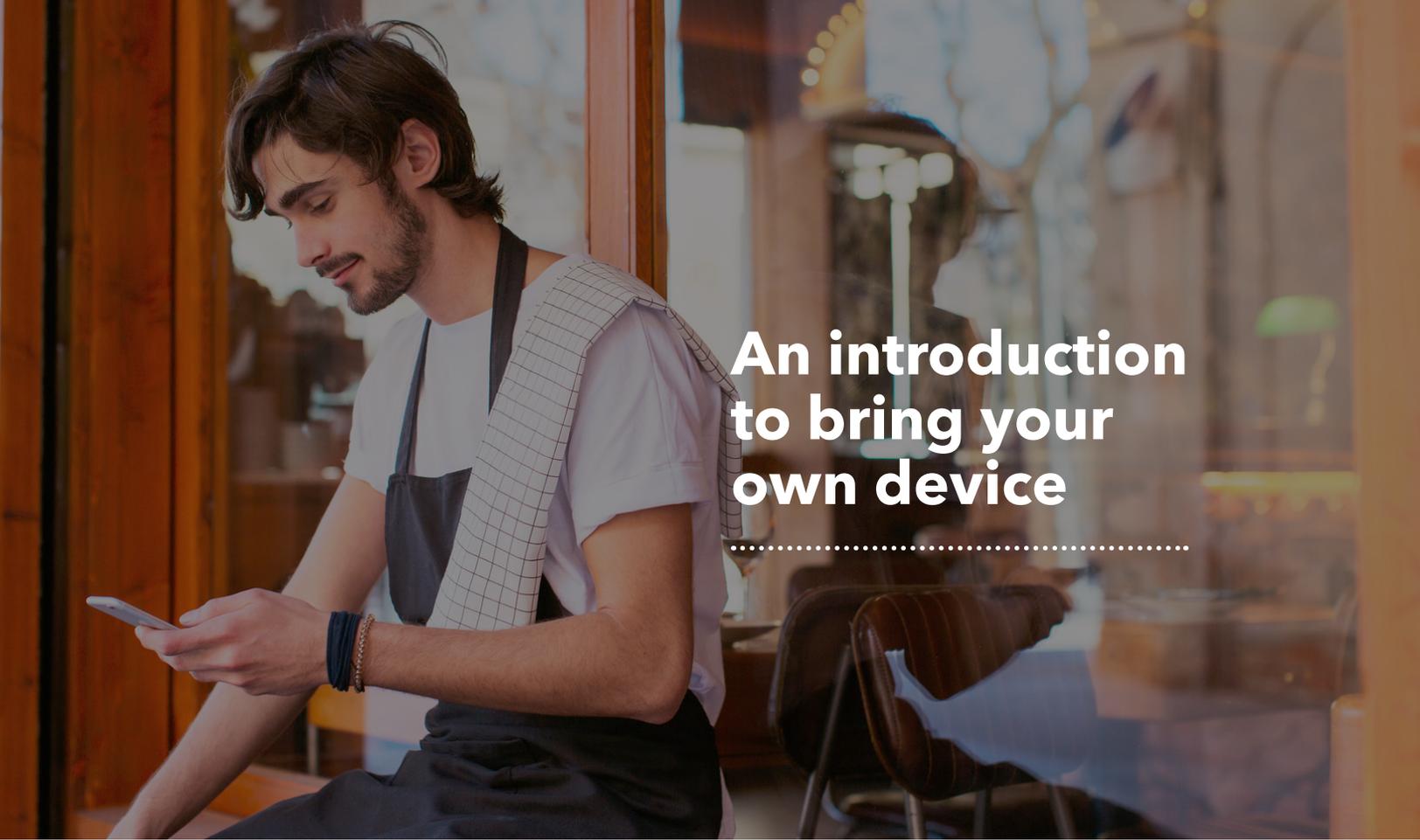
**Nudge**  
REWARDS



# Table of contents

---

An introduction to BYOD	3
The biggest benefits of BYOD	5
Considerations prior to implementing a BYOD & mobile use policy	7
Making the most of your BYOD policy	9
Case study: Sporting goods chain leverages BYOD for increased engagement	10
What's next?	11
BYOD policy worksheet	14



## An introduction to bring your own device

---

There's a disconnect happening in your workforce. Some crossed wires between teams. A little (or a lot) of broken telephone between headquarters, district managers, store managers, and frontline employees.

The result? Internal messages are getting lost in translation. In-market promotions and initiatives are performing poorly. Frontline employees are left feeling disconnected.

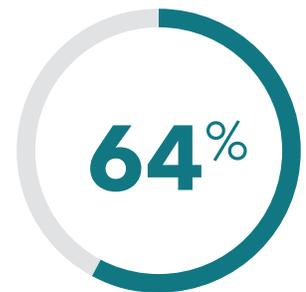
The good news is that you've already got the solution in your back pocket. Or rather, your employees' back pockets. The solution is the smartphone, and the most effective way to experience the benefits of that tool is through the implementation of a Bring Your Own Device (BYOD) policy.

For organizations with frontline employees, there's been some skepticism regarding the value of a BYOD policy. The historical perception has been that encouraging employees to spend time looking at their phones means that they'll spend less time interacting with customers. This couldn't be further from the truth: the Retail TouchPoints 2018 Store Operations Survey found that customer satisfaction increased by 64% in organizations using associate-facing mobile solutions.

"But why?" You might ask. "What's so important about mobile?"



Percent of adults age 18–29 who own a smartphone.



Percent of increase in customer satisfaction in organizations with associate-facing mobile solutions.

## The changing face of the workforce

If you've been waiting for mobile to fade into the background, you might want to think again. The retail and foodservice industries have seen a massive shift in workforce composition. Today, millennials account for over a third of the US labor force, and are estimated to make up 75% of the global workforce by 2025. For this tech-savvy demographic, the smartphone has become a critical tool for communicating, learning, exchanging ideas, and working as a team.

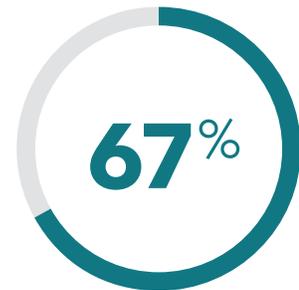
## Speaking their language

Relying on traditional methods of communication to engage a non-desk workforce comprised of non-traditional communicators is not working. By definition, frontline employees are more difficult to reach than their corporate counterparts. Head office personnel have a computer, a company-assigned email address, and phone line. In comparison, frontline workers are dispersed across locations, shifts, and departments. They rely on things like bulletin boards, team huddles, and company intranet to get the information they need.

With a workforce that checks their phone over 150 times a day, shouldn't they be able to access critical information for their workday through their own device? In fact, many of the bottlenecks that happen between head office and frontline employees could be drastically reduced by harnessing the power and convenience of mobile.



The average number of times millennials check their phone per day.



Percent of people who use personal devices at work, regardless of the employer's BYOD policy.



Percent of employees who believe mobile technology has increased their productivity.



# The biggest benefits of BYOD

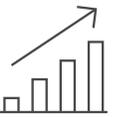
With the changing workforce and new standards for communication, it's not surprising that 70% of the Retail TouchPoint 2018 Store Operations Survey respondents either have equipped, or are planning to equip, their store associates with mobile technology. Mobile devices in the workplace continue to prove their effectiveness in training, motivating and communicating with frontline staff, resulting in an authentic and engaging customer experience.

Implementing a BYOD policy and encouraging mobile use across your frontline workforce can be a game-changer in terms of team engagement, operational excellence, and improved performance. Here are the top benefits that come with encouraging a mobile-first workplace:



### Stellar customer service

83% of shoppers think that they know more about products and services than store associates. Yet, 79% still say that store associates are a key component to their shopping experience. Leveraging your employees' smartphones as a workplace tool can enable them to easily learn more about your products, corporate culture, and upcoming promotions. Quite simply, it's the fastest channel for increasing employee knowledge, and in turn, increase the quality of customer service.



### Increased productivity & sales

In the U.S., the average BYOD user saves 58 minutes a day by using their personal device. How? By having their personal device on hand, they can accomplish tasks immediately, and access product and promotional information in real-time. Further, retail associates using mobile on the floor experience increased customer satisfaction (64%) and increased up-sells and cross-sells (41%).



## Collecting valuable feedback

Implementing mobile software and a BYOD policy to engage and communicate with a frontline workforce can also grant employers access to valuable data on employee perspective and performance. Through mobile software, employers can have a real-time view into what is happening on the frontline: from ensuring all staff have viewed essential materials, to assessing product and campaign knowledge, and providing instant feedback on performance. Plus, by leveraging your employees' preferred method of communication, you'll establish a clear channel for collecting feedback and ideas from disparate locations and departments.



## Employee retention

A Korn Ferry study found that hourly store employees had a 65% average turnover rate. And according to a CAP Study, the typical cost to replace a retail associate earning \$10/hour is over \$3,000 USD. Further, a study from Cornell University found that the cost of turnover in the restaurant industry is upwards of \$5,800 USD per employee. To retain employees in today's age, it's critical to nurture them and to let them know that they are part of the organization, rather than just having a "job". Increasing the quality and frequency of communication with frontline workers via mobile represents the perfect opportunity to improve engagement, and decrease turnover.



## Employee engagement

According to Gartner, 70% of business transformation efforts fail because of a lack of employee engagement. In an article for Forbes, Christine Comaford discusses the importance of activating the brain's reward network when seeking to engage a workforce. The reward network is triggered by actions that provide feelings of safety, belonging, and trust. Employees want feedback on how they are doing. And, they want to know that their contributions matter. By investing in communication and encouraging workers to learn and grow in their roles, you're speaking to your employees' reward networks, while also using tools that are second nature to them.

When it comes to mobile, it's also important to take a closer look at the issue of trust. We're aware, according to that earlier Microsoft statistic, that 67% of people use their phones at work, regardless of their company's policy. When employees feel that they need to sneak around in order to check their phones, trust is instantly broken. Having a clear BYOD and mobile use policy in place lets employees know that not only do you understand their existing behavior, but that you believe it can add value to the company's bottom line. Eight-two percent of millennials say that workplace tech influences whether or not they want to work for a company. It's time to trust your employees enough to support their most important tool — their own smartphone.



# Considerations prior to implementing a BYOD & mobile use policy

---

While it's clear that companies with a non-desk workforce stand to make impressive gains by adopting a BYOD approach, it is important to acknowledge some of the considerations necessary prior to implementing.

First, you'll need a clear understanding of why you're launching a BYOD program. What are your intentions and expected outcomes? Which organizational challenges will you be addressing? How will encouraging BYOD and mobile use impact your company culture? Ensure all key stakeholders, such as leadership, managers, and frontline employees, agree with the strategy, goals, and tactics behind your BYOD program.

As with any transformational effort, clearly communicating the parameters and expectations surrounding your BYOD strategy to internal stakeholders is critical for success. Leading companies are crafting a formal BYOD and mobile use policies that takes the following factors into account:

## Security

While you should encourage the use of BYOD, you should discourage employees from using public-facing apps, otherwise known as 'Bring Your Own App' (BYOA). In addition to the logistical issue of a scattered workforce spreading their communication across multiple platforms (and therefore defeating the purpose of a centralized communication plan), the use of consumer-grade apps for work purposes can lead to serious security concerns. In fact, 41% of companies have named public-facing apps as a leading cause of security breaches.

Consider what happens when an employee leaves the company. If they have been using a public-facing app, all the information they've shared online can be taken with them—even that which is proprietary and confidential. When crafting a BYOD policy, be sure to specify which secure workplace apps should be used, and stick to those platforms.

## Labor laws

When implementing an employee app or mobile solution at work, you'll want to consider labor laws and whether they influence how employees interact with workplace software on their own devices. Some important questions to ask are:

- *Do employees need to be compensated for the training or incentivized work activity they accomplish on their own device?*
- *If an app uses push notifications, does the employer legally need to contribute to the employee's data plan?*

You should aim to implement a mobile solution that works alongside labor laws, without having any influence over existing compensation systems. Factors like in-store Wi-Fi, 'opt-in' or voluntary programs, and customized terms and conditions can create flexibility to allow your organization to make your BYOD policy your own.

## Terms of use

While you want to encourage your employees to use their smartphone for work purposes, you'll need to address expectations around personal use during work hours. Make sure employees understand which applications, websites, or tools they should be using. You can do this by crafting terms of use, or a code of conduct, for each accepted workplace software. For instance, an employer can customize their terms and conditions to state that employees should only use the chosen mobile solution while at work, perhaps within the first two minutes of their shift.

## Devices and support

Will you be providing free Wi-Fi on premise for your employees? If so, clarify your expectations for how users should connect to the internet on their smartphones, providing all the necessary information on network names and passwords. If you won't be providing Wi-Fi, you'll want to address how employees can securely access mobile solutions while at work.



# Making the most of your BYOD policy

.....

Once you've developed a detailed BYOD and mobile use policy, you'll need a plan for maximizing value. Whether your focus is on improving execution, sales, productivity, or motivating employees to act as brand advocates, you'll need to have a mobile solution in place to encourage continuous engagement from your teams.

Using mobile as a channel to reach your frontline employees means you'll need to follow communication methods that work best for mobile. Here are some actionable tips for providing real value and keeping employees involved in your program:

## Keep it quick

On average, frontline employees only spend 2 minutes per day on corporate communications. Be sure to keep this in mind when developing internal content and messaging. Pare it down to the essentials, and keep messaging short, interactive, and actionable. Formats such as video, pictures, and interactive questions are most effective in driving engagement.

## Keep it consistent

Ensure that your policy, communications, and chosen platform all align with your brand. Encouraging BYOD provides a great opportunity to connect with your frontline employees on a much more regular basis. Use this opportunity to ensure everyone is on the same page, when it comes to your brand's mission, vision, and values. Your frontline workers are your single most important brand ambassadors. Empower them to easily convey your values and messaging by immersing them in an experience that speaks to your corporate culture.

## Personalize information

When building trust and increasing employee engagement, it's critical that your frontline workers feel they are more than just a number. They need to know that their contributions matter. Speak to your employees as individuals, and personalize your messaging to their location, role, and area of work.

## Listen to ideas & feedback

Open a discussion with your staff about the effectiveness of your BYOD and mobile program. What is working? Where is there room for improvement? What would better equip them to perform in their roles? Listening attentively to feedback is key in growing a results-oriented BYOD program.

“

Nudge is helping us to become a leading-edge retailer with teams that are knowledgeable, customer-centric, and inspired to come into work everyday.

.....  
 – SUSAN GILPIN,  
 DIRECTOR OF HR, GOLF TOWN LTD.



Case study

**Sporting goods chain leverages BYOD for increased engagement**

After buying itself back from a U.S. parent company, Golf Town, a Canadian-based sporting goods store sought to ensure that frontline employees were consistently delivering on their brand promise in-store. While the corporate culture was firmly entrenched at head office, there was a break in communication between the corporate and frontline teams.

**Challenge**

With 47 stores and 1,300+ employees across the country, the sporting goods store needed a solution for increasing employee engagement with an extensive geographic reach. The solution needed to provide ample opportunity for boosting product knowledge, as well as improving execution on in-market promotions.

**Solution**

The Nudge Rewards program was adopted to engage, educate, and reward frontline workers. Within 5 days of the launch, the adoption rate reached 78% across the entire non-desk workforce, with a 75% response rate.

**Results**

“We’re leveraging tools like Nudge to provide our associates with relevant knowledge and the opportunity to share their expertise. In turn, our customers will feel like the person they’re talking to is knowledgeable, and will be more inclined to visit the store again.” - Madelaine Tricanico, Communications Managers at Golf Town



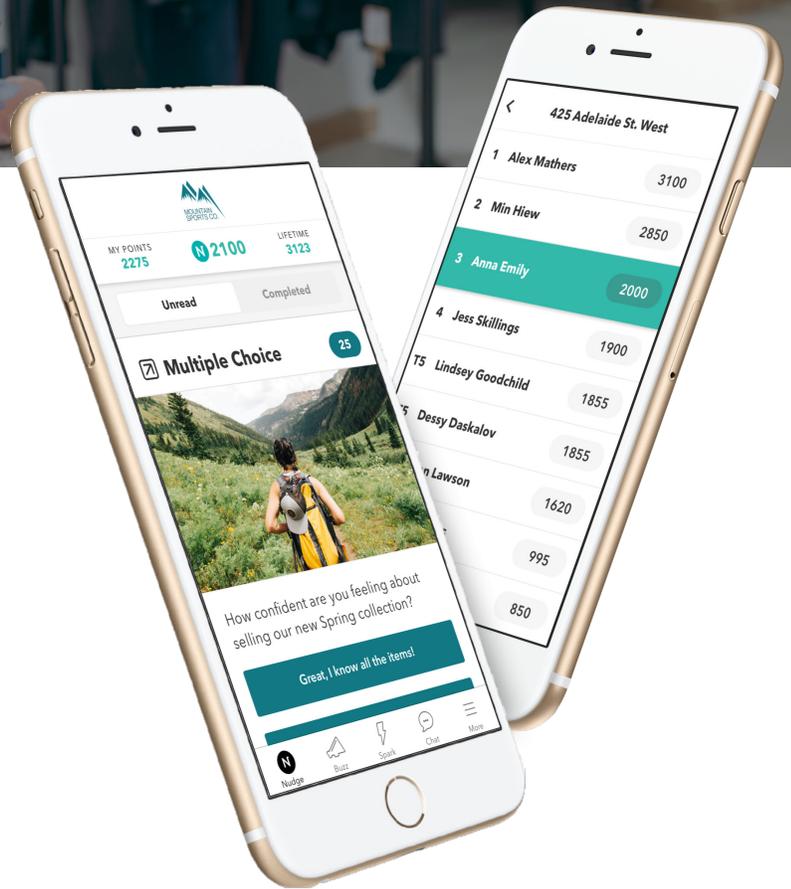


# What's next?

The delivery of promotional and product content, training, and cultural information through BYOD represents an unprecedented opportunity to transform the way your company engages with your frontline workforce.

While traditional employee communications rely on local managers to keep frontline workers on-task, in the fold, and performing to a high standard, the reality is that some managers are better than others at delivering on this responsibility. Even those managers with excellent leadership skills still face challenges in measuring their results. After all, depending on forwarded emails, brief meetings in the staff room, or word-of-mouth to collect critical information isn't strategically sound.

It's time to start creating a culture where people love to come to work every day. A culture where effort and investment in your brand are rewarded and recognized, and where opportunities for growth are a quick click away. If your company is ready to drastically transform your customer experience, Nudge Rewards can help you get there.



# Sources

- "Mobile Facts Sheet." Pew Research Center, 2018.
- "2018 Store Operations Survey Report." Retail TouchPoints, 2018.
- "Generations Demographic Trends Population and Workforce." Catalyst, 2018.
- "The Surprising Reason Why Millennials Check Their Phone 150 Times a Day." Inc. Magazine, 2017.
- "Mobility, Performance, and Engagement." The Economist, 2016.
- "BYOD- Is it Good, Bad, or Ugly from the User Standpoint." Microsoft, 2012.
- "Rethinking the In-Store Experience: An Employee-First Approach." Retail TouchPoints.
- "Survey: 83% of shoppers think they know more than store associates." Retail Dive, 2017.
- "Employees Say Smartphones Boost Productivity by 34 Percent: Frost & Sullivan Research." Samsung Insights, 2016.
- "Retail Employee Turnover Up as Black Friday Shopping Season Nears, According to Korn Ferry Hay Group Survey of Top U.S. Retailers." Korn Ferry, 2016.
- "There Are Significant Costs to Replacing Employees." Centre for American Progress, 2012.
- "5 Statistics that Prove that Gamification is the Future of the Workplace." Business.com, 2017
- "How Great Leaders Build Trust and Increase Employee Engagement." Forbes, 2015.
- "How Millennials are Shaping the Future of Work." CIO, 2016.
- "When Unequal Pay is Actually Fair." Harvard Business Review, 2016
- "BRP 2015 CRM Study." Boston Retail Partners, 2015.
- "How to Drive Employee Engagement with Workplace Gamification." Forbes, 2017.
- "2018 Global Human Capital Trends." Deloitte Insights, 2018.
- "Analysis: The Role of Store Associates in the Digital Age." RetailWeek, 2016.
- "The Financial Impact of BYOD", Cisco, 2013.
- "2016 State of Application Security." SANS, 2016.
- "Engaging Frontline Employees: Six Principles for Maximizing the Two-Minute Window." Edelman, 2015.

# BYOD policy worksheet

---



## Purpose

*Here it's important to emphasize that the priority is always elevation of customer experience.*

Why have you developed this policy?  
Why is your company adopting a BYOD approach?  
What is the main purpose of your employees using their devices at work?

## Terms of Use/Code of Conduct

*State how employees should interact with their personal device during work hours.*

Do you permit personal use?  
Prohibition of the sharing of sensitive information  
Under what circumstances are employees allowed to use their device? Training? Checking promotions and product information?  
Safety and the prohibited use of mobile devices while otherwise engaged in potentially hazardous activity, such as operating machinery or climbing a ladder

Other

## Managerial responsibilities

*Specify your expectations for managers.*

Setting a good example  
Communicate mobile expectations clearly with employees  
Ensure that employees are aware how/where to access the accepted mobile software]

Other

## Associate/staff guidelines

*Specify your expectations for associates/staff while on work premises.*

Policy on personal use	
Sharing of sensitive information with customers	
Other	

## Social media guidelines

*Specify your expectations surrounding social media.*

Statement of ownership of corporate social media content and followers	
Whether your company intends to monitor the use of social media by employees	
Expectations surrounding "commenting" and sharing. Employees should be expected to identify themselves as employed by your company where appropriate, while expressing that their views are their own, and not the company's	
Other	

## Additional guidelines

*Use this space to brainstorm additional ideas.*

---

---

---

---

---

---

---

---

---

---

## Team performance for the next generation.

For more information on Nudge Rewards' mobile solution and to speak to an expert about your BYOD initiatives:

Get in touch

