

## Case Study

# THE BENEFIT OF CLOSING COSTLY KNOWLEDGE GAPS



### **Background:**

The company operates about 560 stores in 35 states and Puerto Rico, selling brand-name and private-label automotive parts and offering on-site service facilities. Pep Boys stores stock about 22,000 car parts and accessories, including tires, and combined operate some 5,845 service bays for parts installation, repair, and vehicle inspection. The company serves four segments of the automotive aftermarket: do-it-yourself, do-it-for-me (service), buy-for-resale (sales to professional garages), and tire sales.

### **Goal:**

Reduce the growing number of internal theft issues; increase recovery of stolen goods.

### **Objective:**

Increase call traffic and along with it the quality of leads provided by the employees on the company's 'Integrity Pays' Tip Line.

### **Solution:**

Re-launch 'Integrity Pays' Tip Line program which included a communication campaign designed to achieve goals and objectives.

### **Communication Campaign:**

A newly designed print based campaign to promote integrity and to increase traffic on the already existing 'Integrity Pays' tip line.

It included posters for every location, a wallet card for each team member, launch meetings in every store along with a detailed Standard Operating Procedure (SOP) that reinforced the opportunity, existing procedures as well as the following changes to the program:

1. increased minimum reward from \$25 to \$50; and
2. increased maximum reward from \$2,500 to \$10,000.



Altogether, little additional or new information was added, but lots of additional benefits and incentive, for reporting theft. The intent once again was to motivate team members to call the tip line which should have led to an increase in traffic; quality of the leads that were reported and the recovery of stolen goods.

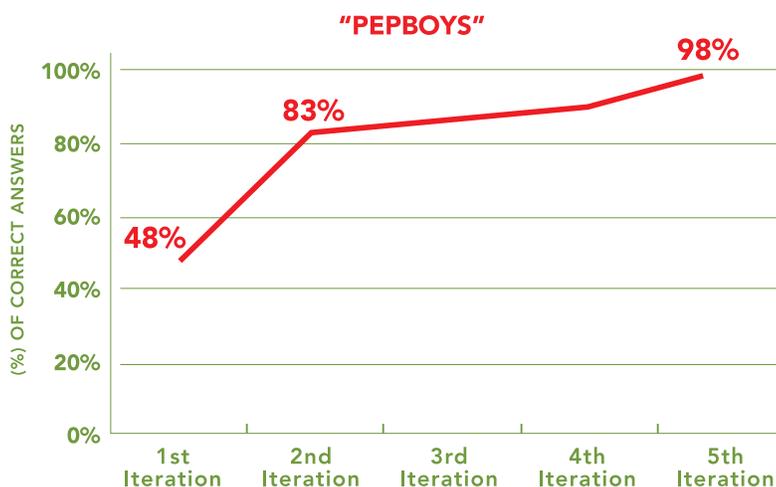
### **Initial Results:**

Ten days after the awareness campaign was launched Pep Boys saw little change in the performance indicators they were tracking. They were unsure of the reason. Was it a matter of knowledge retention? Did the team members just not care?

### **Our Reponse:**

To learn the answer we populated the **JUST IN TIME TRAINING™** platform, already in use for Health & Safety, with questions pertaining to the 'Integrity Pays' program. The goal was to identify how much of what was shared through the various campaign elements was retained by the team members.

After the first iteration of questions less than half of the questions (48%) were answered correctly. The company was quite surprised at the result. One conclusion was that the print program confused the team members. Another was that the team members were simply not interested and paid little attention to what the program had to offer because they did not fully understand the benefits. Either way it was clear that their investment in this campaign generated little in the way of return.



Because the **JUST IN TIME TRAINING™** platform provides the right answer if the question is answered incorrectly and continues to reinforce what the team members need to know by continuing to ask questions until the team members consistently answer correctly, we were able to see a rapid improvement in knowledge retention. In fact just after the 2nd iteration of questions, it spiked to over 83% and by the 5th iteration which was within 10 days, knowledge retention of the key learning points was 98%.

Closing the knowledge gaps had a considerable impact on the objectives of the campaign. There was a sudden increase in the number of calls to the tip line and the quality of the tips improved, which led to a significant increase in the number of investigations and the recovery rate of stolen goods. With it came an increase in the dollar amount of the reward handed out to team members. Once the word was out, more and more employees began making the call.

The reason for this happening was that employees quickly realized that they needed to start paying more attention to what is being shared with them by their peers, managers, and the print campaign because there was a consequence if they didn't. In addition to the possibility that they would be asked a question that they did not want to answer incorrectly, they could potentially lose the opportunity to earn a cash award. As a result, team members are now paying much better attention to what is going on in their store because their might be something in it for them.

### **Conclusion:**

What we do know for certain is that together with the awareness program the company launched, the **JUST IN TIME TRAINING™** platform was able to help the company accelerate knowledge retention and influence behaviors. As a result the company was able to achieve its goals and objectives.

- Reduce the growing number of internal theft issues; increase recovery of stolen goods
- Increase call traffic
- Increase the quality of leads generated by the company's Integrity Pays Tip Line .

### **Accelerate Knowledge Retention and Performance**

At CoreCulture, we enable our clients to measure and close costly knowledge gaps in real-time, one employee at a time. We specialize in individualized training and awareness programs, which combine communication programs customized to your culture with the world's only automated personal training and awareness platform, **JUST IN TIME TRAINING™**.

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TEL 519.576.6758 | CEL 519.588.7733 | FAX 519.576.3290  
E-MAIL [info@coreculture.ca](mailto:info@coreculture.ca) | WEB [www.coreculture.ca](http://www.coreculture.ca)