



# PI Worldwide

## Case Study: SUBWAY

### Serving up an Effective Workforce and Cost Savings



#### After implementing the PI® system:

- **Employee turnover** has been **reduced** from 70 percent to as low as 32 percent.
- SUBWAY has **saved more than \$15,000** in training costs alone by reducing employee turnover.

“ We now have the **right people** in the **right roles**, and that is having a **positive impact on customer service** and return visits. The **Predictive Index® (PI) system pays for itself.** ”

Harold Jackson,  
multi-unit SUBWAY  
Franchise Owner

#### THE CLIENT

**SUBWAY** is one of the world's most recognizable and largest restaurant chains, consistently ranked the number one franchise opportunity by Entrepreneur Magazine (2009, 2010).

#### THE OPPORTUNITY

Despite having a turnover rate below the industry average of 130 percent, Harold Jackson, a SUBWAY franchise owner with seven retail food locations and 100 employees throughout Ohio, recognized that further reducing turnover would greatly benefit his business. Even though Jackson was offering highly competitive pay and benefits, he was still having trouble keeping staff long term. Every employee lost was costing the business as much as \$1,000, not to mention having a negative impact on customer service levels.

W We use the PI system to define behavioral requirements for specific positions. It has also been **invaluable in helping us identify new leaders** for existing and future stores, by giving us insight into employee personalities and motivational drives.

W  
Harold Jackson,  
multi-unit SUBWAY  
Franchise Owner

## THE SOLUTION

Jackson enlisted the services of ADVISA, a PI Worldwide Member Firm, to help reduce his business's turnover rate through the use of the Predictive Index system. It assisted Jackson in matching employees with appropriate positions and responsibilities. Jackson cites one case where an employee in a customer-facing role had a PI behavior assessment profile better suited for a behind-the-scenes role. Given the mismatch, Jackson shifted the employee's responsibilities to food preparation and kitchen management. The change was welcomed by the employee, increasing his productivity and improving his workflow.

As Jackson's business continues to grow, he has also been relying on the Predictive Index system to help develop current and future managers. He has developed several manager Performance Requirement Options™ (PRO) assessment job profiles, including the Problem Solver PRO and the Maintainer PRO. Jackson describes the Problem Solver Manager as someone who is excellent operationally and has a higher dominance drive according to the PI assessment.

SUBWAY employees also embraced the PI feedback, achieving greater self-awareness and using it to customize their interpersonal communications. Employees at all of Jackson's SUBWAY locations have their PI assessment profile patterns drawn on the back of their nametags for quick reference, making communication and decision-making more effective.

## THE RESULTS

- **Employee turnover** has been **reduced from 70 percent to as low as 32 percent.**
- Reducing employee turnover **saved more than \$15,000 a year** in training costs alone.
- Predictive Index assessment accuracy led to **increased confidence in job reassignments and smoother transitions.**
- The Predictive Index system demonstrated that **the "manager" role is not a one-size-fits-all title.**

W Any franchiser that invests in the Predictive Index system will **see turnover diminish.** As a screening tool, the PI assessment has made our hiring process more productive by enabling us to hire people who we know will stay on board long term. **This method has certainly increased our retention and lowered our training costs.** W

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Harold Jackson,  
multi-unit SUBWAY  
Franchise Owner



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