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# CASE STUDY

CLIENT NAME:

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## NATIONAL RESTAURANT ASSOCIATION

### PROJECT OBJECTIVES

- Design and oversee change communication for the return to office initiative
- Establish easy-to-use, effective communications mechanisms that resonate with deskless workers
- Integrate communications channels into a single source of truth
- Build organizational awareness to facilitate interdepartmental knowledge
- Improve collaboration throughout the workforce
- Clarify gates of responsibility
- Leverage an internal communications strategy to increase "Pride of Employment" scores
- Elevate messaging and increase benefits participation



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### ABOUT THE CLIENT:

The National Restaurant Association is the largest food service trade association in the world representing and advocating on behalf of more than 500,000 restaurant businesses.

They serve members by advancing and protecting America's restaurant and food service industry.

Approximately 400 people work across 4 state hubs, including a significant deskless workforce among facilities, call center, and business services/education.



## THE CHALLENGE

The large, distributed footprint of the association, and the wide variety of functional support positions including deskless workers, created a complex map of communications needs.

The organization's commitment to its staff is, "Holistic care for our employees, including physical, emotional, professional, and financial well-being." This includes clear communication about policies, roles and responsibilities, training, personal development, and a generous benefits program. This employee value proposition (EVP) is a point of pride for the association.

The communications structure and strategy were not effective. Low email and newsletter engagement metrics indicated the staff was largely unaware of the programs, benefits, and tools available to them. This had a negative impact on job satisfaction, collaboration, and pride of employment score.

With almost half of the workforce designated as 'deskless workers,' the questions became, "How do people need to receive information, and what types of information drive them?"

## OUR APPROACH

- Deployed the Helix Assessment to identify and organize communication around culture types
- Hosted 1x1 interviews with a statistically relevant sample size of the workforce to mine data related to process knowledge, benefits awareness, communication needs, job clarity, and training needs
- Aggregated stories and soundbites related to exceptional culture and benefits, collaborative projects, and personal development to leverage as internal messaging (reinforcing the culture) and recruiting tools
- Collaboratively developed an 18-month strategic plan for implementation
- Engaged experts from our extensive network of consultants to design a secure, effective single source of truth platform integrating management accountability for engagement
- Explored non-traditional communications channels such as internal podcasting

***Our work focused on addressing worker's needs and building an ecosystem that attracts high-caliber talent.***

## OUTCOMES TO DATE



The National Restaurant Association successfully completed its "Return to Office" initiative smoothly and with well-informed teams.

The internal communications team is undergoing training to write with brevity, anticipate the needs of different population segments, and how to layer messages on different channels to engage all workers – deskless and distributed. This training includes integrating the messaging with their intranet and also extends to training the end users.

Our collaborative partner is redesigning an intranet that adheres to security and privacy best practices ([technical article here](#)), including those of the federal government and major corporations. Additionally, our partner is performing an exhaustive security review when building these environments to ensure compliance in any industry.