PI Worldwide

Case Study: ServiceMaster® Canada

Predicting Franchise and Corporate Success

After implementing the PI® system:

- ServiceMaster Canada can **quickly** identify **strengths** and **potential challenges** an applicant would bring to the franchise organization.
- They have the **right people** in the **jobs best suited** for their behaviors and skillsets.

> The Predictive Index® system helps us come to a **conclusion about a candidate** in a relatively **short amount of time**. Unlike a lot of other solutions, the PI provides a **'deep quick read'** on an individual and allows us to manage the hiring process ourselves.

Ian England,
Vice President of Operations,
ServiceMaster Canada

THE CLIENT

For more than 50 years, ServiceMaster Canada, a division of the ServiceMaster Co. brand, has been providing commercial and residential customers with cleaning services through a network of more than 350 franchised business licenses throughout Canada.

THE OPPORTUNITY

Ian England, Vice President of Operations for ServiceMaster Canada, was first introduced to the Predictive Index system more than 25 years ago while he was a ServiceMaster franchise owner. He discovered the PI assessment when he was looking to improve job fit. He soon realized that the PI had many more uses and benefits.

> "The PI was a **great eye opener** for me. I had no experience in 'people management' at the time. It **dramatically changed the way we did business.**"

Ian England,
Vice President of Operations,
ServiceMaster Canada

THE SOLUTION

England used the behavioral data provided by the PI across his business and discovered that some employees — including himself — were in the wrong jobs. He used the data to alter people's responsibilities, including his own, to create a more productive and harmonious working environment. He was a salesperson/marketer by trade, but as the franchise owner, was focusing his energy on operations. Meanwhile, his operations manager was selling. The Predictive Index accurately identified that they were in the wrong jobs, enabling them to make a change that worked much better for them and the business.

At the ServiceMaster Canada corporate office, which England joined to manage operations after selling his franchise business, they were also using the Predictive Index to manage their more than 50 employees. The PI was part of their job application process, with every applicant completing a PI assessment, and fundamental to onboarding both corporate additions and new franchise owners.

One of the most beneficial applications of the PI for ServiceMaster Canada has been during the franchisee selection process. Each year, England and his team review on average 30-40 applications for new sales or transfer sales (a new owner for an existing franchise) across four business divisions. This has created two distinct franchise models: a "start-up" franchise, which is a new business in a new territory, and a "mature" franchise, which is an existing territory under new management. Each model requires a different skillset. The PI helps them quickly determine probability of fit and success for each type of franchise model and franchisee.

THE RESULTS

- PI results **quickly** reveal **strengths** and **potential challenges** an applicant would bring to the franchise organization.
- The **right people** are in the **jobs best suited** for their behaviors and skillsets.
- **Objective assessments** are made of the employee and the situation to determine whether the proposed next step is a good move.
- Franchisees are **counseled** on how to manage their people most **effectively**.
- **Requirements** and **expectations** for roles are **clear**.

> "We believe if you hire someone knowing what you're going to see in six months, you have a **better chance of keeping people long term** and productive. The Predictive Index is the **one tool that lets you understand what you're getting into from the beginning** so you have a much better chance of succeeding."

Ian England,
Vice President of Operations,
ServiceMaster Canada

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