

FAST FOOD DRIVE-THRU TIME EFFICIENCY

ANALYSIS DASHBOARD

This case study analyzes the issues faced by one of the world's top five fast food chains regarding drive-thru efficiency reporting. In a competitive global market, time is critical, and the chain aims to serve as many customers as possible with its diverse menu. The study highlights the need for a reporting feature to track drive-thru times and evaluates the resulting improvements in productivity and customer satisfaction after implementation.

THE PROBLEM

The client had a legacy reporting tool that offered very little help when it came to comparing drive-thru service times on different time periods. It was only possible to make comparisons on fixed date periods, which limited the report's ability to compare drive-thru times dynamically between many different periods of time. The operational corporate executives and franchise operational coaches stated they were not satisfied with the legacy reporting system.



LIMITED FLEXIBILITY IN REPORTING

With the legacy system, it was impossible to compare two time ranges of differing lengths. For example, you could not compare the current fiscal period average drive-thru times to the last year of drive-thru times prior to the current fiscal period.

INEFFECTIVE REPORTING FORMATS

Reliance on this traditional reporting lead to poor managerial practices since key information was not produced to support operations. The franchisee ops coaches needed a more interactive tool that could compare drive-thru times of differing time frames in a robust and flexible manner.

OPERATIONAL IMPLICATIONS

This section emphasizes the importance of monitoring drive-thru service times over different periods for daily operations, customer satisfaction, and profitability. For locations with longer wait times, especially during certain seasons, additional training could improve performance and profits. The case study also aims to show how addressing these reporting gaps has significantly transformed the client's reporting process.

INITIAL CONSULTATION AND KICK OFF

To address this, the assessment involved key stakeholders participating in a company-wide summertime drive-thru efficiency contest. A five-slide presentation was prepared to showcase a mock-up during the requirements gathering phase. Prior to the meeting, discussions with the product team were held to identify their needs and expectations, ensuring that the final solution would meet stakeholder demands.

REQUIREMENT GATHERING AND FEEDBACK

Stakeholder feedback was actively encouraged during the project kick-off call. Detailed dashboard requirements were gathered from operational coaches and executives through targeted questions. This process was valuable for collecting informal feedback and establishing acceptance criteria for both current and future enhancements to the dashboard's functionality.

DASHBOARD DEVELOPMENT

TECHNOLOGY STACK

In the creation of the dashboard, SQL, BigQuery and LookML were leveraged to enable the advanced reporting this Looker dashboard demanded. These technologies allowed data integration and augmented the analysis capabilities.

FLEXIBLE DATE FILTERING

We deployed a savvy filtering solution to enable the user to compare two different drive-thru times, respective of a current period and comparison period

EASE OF USE

The dashboard contained only a few tiles with enriching information. The information was designed to be easy to digest quickly, while providing dynamic and robust date and detail breakdowns.

DRIVE-THRU >>>>

OPEN 7:00 AM - 9:00 PM



OPERATIONAL HIERARCHY REINVENTION

It was also critical to reconsider the structure of the operational hierarchy on the report. Corporate stores were broken down by different fields than Franchise stores. This hierarchy broke down the average time in lane and total distinct cars by Region, District Manager, and Restaurant numbers specific to either franchise or corporate stores, just to name a few. We had to combine multiple data sources together to enable breaking these metrics down by all these unique fields.

RESULTS

The implementation of the new dashboard yielded significant results.

SEAMLESS INTEGRATION

This dashboard was a significant edition to an already comprehensive set of dashboards for their drive-thru efficiency times

FIRST OF ITS KIND REPORTING

This dashboard was the first in company history to enable flexible timeframe reporting and their new operational hierarchy that no legacy tool could deliver.

EFFICIENCY GAINS

A 50% reduction in weekly work hours during the summer reporting system and manual analysis. This gave time back to their Operations team members to focus on HOW to act on these game-changing insights at their stores of low efficiency.

RECOMMENDATIONS

TRAINING AND DEVELOPMENT

Franchisee Ops Coaches and executive stakeholders should be encouraged to embrace the dashboard through training sessions for maximized productivity. This will greatly improve their self-service analytics experience overall.

ITERATIVE FEEDBACK

As stakeholders continue to dive into these Speed of Service reports, providing insight and feedback on the new Operational Hierarchy and how they want to see the data broken down should be encouraged heavily.

ADDITIONAL QUESTIONS TO ANSWER

The data team should consult the Operations team on key questions for the report. Since the report enables dynamic time comparisons for drive-thru times, they can explore other operational metrics to further boost efficiency and customer satisfaction.

CONCLUSION

This is how we used modern data analytics tools to solve operational issues that are faced in the global fast food industry. This allowed our client to transform the way they view their drive-thru efficiency times by store and time. This leads to insights that help them determine which stores need more training and monitoring.

The attention to operational efficiency and customer service this dashboard enables helped this top five fast food company to save time spent on analysis and generate more revenue through customer satisfaction increases.