CUSTOMER STORY

Restaurant efficiency improves service

Burger King serves up Qlik data to
streamline its vast Russian operations

"Even at the start of the project, we understood clearly that the basis for transformation would be to consolidate data from different information systems and use that to support the decision-making process at all levels."

Pavel Vasilyev, Deputy Head of Information Technology Department, Burger King Russia

Combining rapid regional expansion with profitability

The Russian fast food market is extremely competitive and has been growing rapidly over the last ten years. One of the leaders is Burger King, which opened its first Russian premises in 2010 and has launched 100 new restaurants every year since 2015. The chain now consists of 760 outlets across 300 cities and six time zones.

Burger King Russia's main goal is to combine rapid regional expansion with profitability and that relies on making sound data-driven business decisions. It needs data to provide its 200 area managers and 760 restaurant managers with all the facts, figures and market trends they need to run successful restaurants. In the other direction, it also needs to receive quick feedback from them on new initiatives because Burger King's business development strategy- more widely used in the US- is based on 'quick wins' with measurable results rapidly digitized as a basis for planning next steps.

Business intelligence is the way ahead

Burger King Russia needed to transform and streamline its approach to data and reporting and saw business intelligence (BI) as the way ahead. This started with a project to consolidate all data-related processes and reshape management reporting.

"Even at the start of the project, we understood clearly that the basis for transformation would be to consolidate data from different information systems and use that to support the decision-making process at all levels," says Pavel Vasilyev, Deputy Head of the Information Technology Department at Burger King Russia. "BI became the foundation for this transformation."

Solution Overview

Customer Name
Burger King Russia

Industry
Retail

Geography
Russia, EMEA

Function
Marketing, Sales, Supply Chain Management

Business Value Driver
Customer Intelligence, Reimagined Processes

Challenges
- Rapid response to correct issues that affect restaurant efficiency and customer service
- Management transformation with the provision of detailed daily reports to all relevant staff
- Centralization of business indicators from many data sources

Solution
Burger King Russia has implemented Qlik Sense to support the business intelligence that is central to its management transformation.

Results
- Customer service and restaurant efficiency are maximized to protect Burger King's position in its intensely competitive market
- Highly available BI streamlines rapid expansion
- Confidence in the quality of data upon which management decisions are based

Growing at speed relies on agility, so Burger King's BI solution had to be highly performant and flexible enough to cope with continuous change. It turned to Qlik to fulfill these needs.

"We were looking for a platform with a large community of developers and consultants and another important selection criterion was sufficient product maturity to meet the needs of a large business," says Vasilyev. "We started with QlikView and its reporting capabilities but we have since moved to Qlik Sense."

The analytics modernization from QlikView to Qlik Sense was masterminded by Qlik's Russian partner, Qlever. The reason for the shift was that it would offer greater architecture flexibility, allowing additional servers to be connected quickly and easily, giving access to an increased number of better quality data sources. Also, Qlik Sense empowers users to create apps based on their own data needs and then publish them for use elsewhere in the business.

"We collaborate very closely with Qlever and this allows us to run digital transformation without having to become a technology company," says Vasilyev.

Unique large-scale management system

Powered by Qlik, the BI solution is the basis for what has become a unique, large-scale restaurant chain management system powered by many indicators. Managers have access to objective, demonstrable and timely information connected to their work, which ensures they remain engaged in improving the company's efficiency.

"This platform lets us act quickly and move forward without needing to create a data repository," says Vasilyev. "Using Qlik, we can now turn around projects quicker. For example, giving business hints and suggestions for staff to correct their work in order to maximize profit.

"The company now makes many more data-driven decisions quickly and regularly and we can define our data requirements from this. For example, we make sure that no more than 15 minutes pass between an event occurring in any of our 760 restaurants and it being registered in reports. This means that all types of data quality and integrity controls must be a part of the system itself. A huge number of people are involved in working with data. We have daily conference calls with each restaurant to determine what they are going to do based on the indicators we get from the Qlik system."

An early benefit of the new system is that all restaurants now receive detailed daily reports. To increase speed, the BI team connects to local point of sale (POS) databases rather than a central database that consolidates data at the end of the day. This means that restaurant employees can see their indicators virtually in real time and if there is a negative trend it can be quickly adjusted.

Swift action to maintain customer service

The volume and detail of data processed through Qlik is huge, as Vasilyev explains: "Today there are a lot of sales channels besides the restaurant halls. They include courier delivery, drive-through windows, mobile apps, kiosks and express windows. There are also many types of payment. It is not only cash but also various promotional bonuses or discounts.

"Dozens of federal and local promotions are active in our restaurant chain at any given time. They are launched in partnership with banks, cinemas and fast-moving consumer goods (FMCG) vendors. All these promotions need to be analyzed and the effectiveness evaluated. The Qlik platform is very convenient for executing projects piece by piece using agile methods. It helps us to quickly introduce new indicators, connect new data sources and scale and develop new BI dashboards."

Use of Qlik data enables Burger King Russia to constantly improve restaurant efficiency and customer service, allowing it to maintain its leading position in this fast-moving market. Every 30 minutes, reports show which cash registers are idle or overloaded, enabling shifts to be altered to provide more cashiers and minimize lines. Shift managers receive data on topics such as meal ratings, customer loyalty indicators and sales of specific products. If there are complaints or negative customer feedback, the data also allows managers to understand exactly what happened then eliminate the cause. Revenue levels through all channels are also among the basic indicators.

Burger King Russia has ambitious plans to continue its meteoric expansion across this vast country and access to Qlik-based data will be an important enabler.

"The Qlik platform is very convenient for executing projects piece by piece using agile methods. It helps us to quickly introduce new indicators, connect new data sources and scale and develop new BI dashboards."

Pavel Vasilyev, Deputy Head of Information Technology Department, Burger King Russia

Qlik Q

About Qlik

Qlik's vision is a data-literate world, where everyone can use data and analytics to improve decision-making and solve their most challenging problems. Qlik provides an end-to-end, real-time data integration and analytics cloud platform to close the gaps between data, insights and action. By transforming data into active intelligence, businesses can drive better decisions, improve revenue and profitability, and optimize customer relationships. Qlik does business in more than 100 countries and serves over 50,000 customers around the world.

qlik.com