

TO DESIGN AND IMPLEMENT A MODERNIZED IT SUPPORT HOSPITALITY SOLUTION FOR THE ULTIMATE 21ST CENTURY NANDO'S UK RESTAURANT EXPERIENCE



SUMMARY

OBJECTIVE: The modernisation of Nando's IT provision to provide a superior technology-enabled customer experience along with the consolidation of IT services into one provider to improve efficiency; to remove the risks associated with changing services and ensure a smooth transition with minimum disruption to the business.

SOLUTION:

- ▶ Migration of all restaurant IT hardware maintenance to Barron McCann for a more responsive four-hour fix maintenance service across the entire estate, with service coverage up to 11pm, 7 days per week, to emulate Nando's opening hours.
- ▶ Roll out of new P2PE Chip and Pin devices across the Nando's Estate, to ensure PCI compliance.
- ▶ Loading and testing 1,250 new POS terminals in Barron McCann's major staging facility in Derby, which were rolled out across the entire Nando's estate.
- ▶ Upgrading of back office printers, workstations, receipt printers, bump bar cables and kitchen printers.

DELIVERABLES: Barron McCann successfully transitioned Nando's to a comprehensive new IT support model over a 10-week period from the date of the signed contract.

OUTCOME: 90%+ SLA was achieved within the required four-hour window despite doubled call volume, with improved staff experience and cost effectiveness, compared with former separate providers.

BACKGROUND

Nando's Chickenland UK operates 390 restaurants across the UK and Eire, with a total of 1,600 tills. Since opening the first UK-based restaurant five years after the brand's establishment in South Africa in 1987, Nando's has gained tremendous following, prompting newspapers such as The Guardian and The Telegraph to pen features on its popularity, and several surveys to declare it the nation's favourite casual-dining choice.



"The primary concern of any IT Manager looking to change service provider is change issues, and with BMc there were none!"

Matt De Freitas, Nandos UK

THE REQUIREMENT

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Nando's was operating a legacy IT system and was engaged with no less than three different service providers for their various needs. The company was finding that the services they received were not providing the quality and support required to meet their key objectives, which focus on customer experience and creating lasting happiness. In the majority of restaurants, the IT maintenance provision simply wasn't fit for purpose in hours of cover and more critically the fault fix times were having a knock on effect on both the staff and the customer experience. Issues such as costly equipment malfunctions caused call backlogs and interruption to operations, which at times forced staff to make do with insufficient resources. In addition, the limitations of a 9-5 call-out service resulted in the restaurant staff attempting to fix some of the equipment themselves, drawing them away from their core activities and increasing the chances of further damage being caused to the equipment. With continual expansion and an urgent need for a more responsive maintenance service that catered to their extended hours, Nando's went in search of an elite service solution. The requirements were tough; 8am-11pm, seven days a week and a four-hour fix across their UK network of over 360 restaurants. A major factor in consideration was that this new solution needed to 'future-proof' the restaurant network as Nando's continued to grow and work in partnership, to not just fix issues but reduce issues. An IT revamp was also high on their agenda. Nando's wanted to radically update IT within stores to support Wi-Fi for customers and modernise the IT system. For this to be possible a premium provision was needed, along with IT systems and hardware that were reliable, efficient and able to be repaired quickly.

Previously, IT support had been limited to the provision of a basic till service, but as Nando's was looking to conduct an entire IT overhaul, they needed a partner they could trust to not only provide ongoing maintenance once the new system was in place, but had the capability to plan the project and manage the entire roll out, installations of new kit in stores and refits. Essentially, they needed a provider who could act as an extension of their existing IT department and help them lay the foundations for achieving their future IT roadmap.

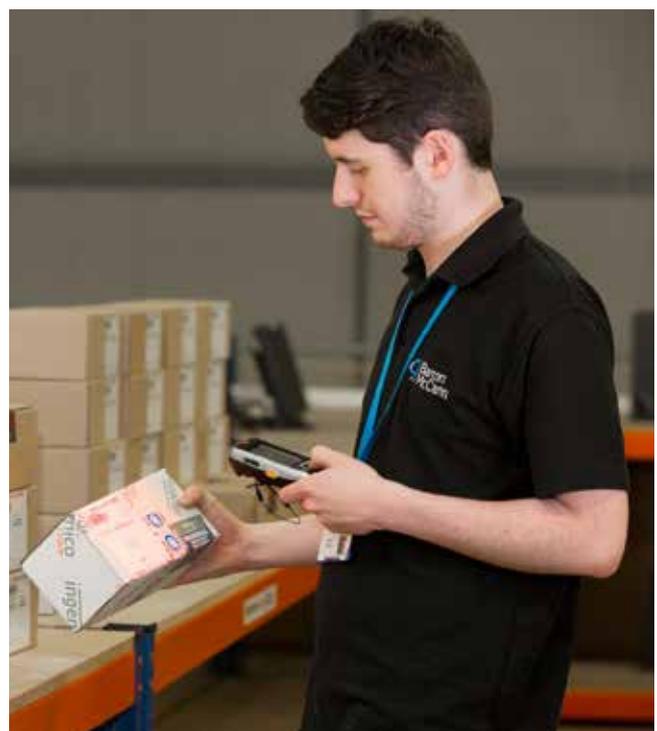
The Nando's IT directors knew exactly what they needed to do to achieve this and quickly realised that it couldn't be achieved with their existing suppliers. What they needed was an elite service of project expertise, extended hours and rapid service to allow them to do this.

In addition, the primary concern for any IT Manager looking to change service provider is the impact of change on the day to day running of the business. They needed to find an experienced supplier who could take the risk out of the change programme and facilitate a smooth transition process.

Nando's went through an extensive process before choosing Barron McCann. Nine companies were originally shortlisted, before the choice was whittled down to Barron McCann and one competitor, but after a site visit it was Barron McCann's professionalism and facilities that blew the Nando's team away.

Moving to a new supplier is always fraught with risk and danger and invariably the first month or two there is bedding in period with somewhat of an expectation that the agreed service will not be provided from day one. However, Barron McCann transitioned and hit the 90% SLA straight away, eliminating the worrying concern about moving to a new supplier.

It was clear that Barron McCann was the one-stop shop that Nando's was looking for, and a unanimous decision was made that the company was the right choice.



To Design and Implement a modernized IT Support Hospitality Solution for the Ultimate 21st Century Nando's UK Restaurant Experience



DELIVERABLES

Barron McCann showcased several solutions and their costs to Nando's, who opted for a four-hour fix service for all calls with a 90% SLA, a comprehensive plan to simplify operations.

Barron McCann's transition strategy was carefully structured, and based on three key steps:

- ▶ **Step One:** Data gathering and getting a feel for what the job involves, and what scope they feel it has.
- ▶ **Step Two:** Training, procurement and logistics takes place.
- ▶ **Step Three:** Period of implementation and reflection on what lessons could be taken from the experience.

In addition, as part of an ongoing partnership, Barron McCann and Nando's devised a comprehensive call reduction strategy. This included the following stages:

- ▶ Where there were faults in old equipment, engineers would automatically install approved upgrade equipment such as store servers and kitchen and receipt printers.
- ▶ Engineers implement approved hardware upgrades alongside support service thus avoiding the need for additional call outs.
- ▶ During the PED rollout, engineers took the opportunity to upgrade failing hardware whilst on site.

SOLUTION: A PHASED APPROACH

The highly experienced engineers and project managers at Barron McCann guided Nando's through the standard 10-week transitional period. With logistics, systems and management in place, Barron McCann was able to act quickly and get the ball rolling at Nando's earliest convenience.

In order to transition to the new solution, Barron McCann's service was delivered in a phased approach:

- ▶ **Phase 1:** To provide the transition of the maintenance programme to the new service, working with Nando's to provide enough hardware and enough engineers. This required Barron McCann to staff up. Working with Nando's, Barron McCann began and completed the process of putting in the four-hour fix and was able to overachieve against targets, providing 90% SLA on the existing hardware by the agreed date. During this phase, it became clear that Nando's was facing challenges due to the high number of calls - staff were trying to function with faulty kit, as the service setup didn't encourage them to call in faults. The new service

highlighted the issue of high failure rates and double the expected calls, meaning Barron McCann and Nando's had to put together improvement plans to reduce the call rate, such as the replacement of high failing items, innovative solutions and preventative maintenance strategies.

- ▶ **Phase 2:** The installation of new hardware. Barron McCann helped Nando's select the right stand to fit the till space and install integrated P2PE compliant chip and pin Ingenico solutions.
- ▶ **Phase 3:** Install new stores, re-fits, and ad hoc projects including installation of integrated chip and pin devices, end to end service ownership and PCI compliance - Nando's already had contactless devices but Barron McCann was able to provide full PCI compliance, which was a big deciding factor for the restaurateur.

The outcome is a streamlined upgrade, significantly reduced call rates and the continual improvement and development of service plans.

“This was a busy period, with call rates doubling from the predicted 1,600 to over 3,000, requiring input from stock profile, engineering resource, repairs and hardware specialists. Barron McCann extended its employees' working hours to suit Nando's opening times, ensuring no restaurants would be without support. Many new and highly efficient solutions were delivered and installed, ensuring customer satisfaction and reduced call rates. Transition is always a fear for our customers but I am delighted that by working closely with Nando's we were able to jointly deliver a very smooth transition.”

Doug Morrison, Business Development Manager
at Barron McCann

THE RESULTS

Nando's transitional period was a very successful one, completed on schedule in just ten weeks and achieving 90%+ SLA. Even though the failure rate was double what was expected Barron McCann still ensured they met their target of a four-hour fix seven days a week during the required hours – a big achievement for any service provider to double the agreed SLA.

Barron McCann's IT overhaul of the restaurant chain brought about a close working relationship between Nando's and Barron McCann. 'Creating Lasting Happiness' is one of Nando's key business values and an increase in enthusiasm from restaurant staff as a result of the project is evident.

LOOKING TO THE FUTURE

With the PED project now successfully completed, Barron McCann is continuing to work with Nando's to help the restaurateur achieve its further expansion and upgrade plans. Nando's has ambitious plans to open twenty-five to thirty new restaurants per year and refurbish a similar number of restaurants per year for the foreseeable future.

To emphasise the step change in service that has exceeded Nando's expectations here is some feedback from Financial Director Nando's UK & Ireland, James Fowler:

"I Just wanted to share with you some early feedback from restaurants on the fantastic early successes for Barron McCann. I've been out and about and spoken to about 20 restaurants this week (either direct visits

or management meetings) and whilst most people have not used the service yet, I had two GREAT pieces of feedback:"

Manchester Fort Shopping Centre, Manchester

A bump bar broke Friday at 11.30am just before a busy weekend. Sarah, a very experienced Patrao, expected that she would have to go the weekend without the bump bar, but logged the issue. At 1pm that day a courier turned up with a replacement bump bar which Sarah, from previous experience, fitted herself assuming she needed to. At 1.10pm an engineer arrived and gently berated her because that was his job. After 15 years working at Nando's, she was absolutely bowled over by the service. Great work!

MK Stadium

A grill screen broke down, call placed, one hour later engineer turned up, replaced the screen and left with the old one – the restaurant team was stunned!"

Well done team - it was very rare to ever get anything positive from the previous incumbents!

"Barron McCann eliminated the risk of change by ensuring a smooth transition of service - the best I have experienced. The team engaged with the restaurants and provided help and support when required. The primary concern of any IT Manager looking to change service provider is change issues, and with Barron McCann there were none!" Matt De Freitas, Nandos UK

