CONNORS GROUP

CASE STUDY

Optimizing the Future State Labor Model

THE CHALLENGE

An American multinational chain of fast food restaurants with $2 Billion in annual revenue experienced a significant evolution in recent years with the introduction of digital ordering, mobile delivery partners, and late-night ordering of high item counts with multiple modifications.

With these changes came the restaurant chain's realization that their current labor model would not be able to keep up - it had not been updated for the past 8 years. They needed a partner that could help them:

- **Perform** a holistic review of their existing labor model
- **Define** labor requirements by day part (breakfast, lunch, late night)
- **Observe** the reality of goings-on in their restaurants
- **Overcome** staffing challenges from inflation and wage stagnation

The chain chose Connors Group to help them address each of these areas and make recommendations for an optimized future state labor model that would work for their evolving business structure.

CONNORS GROUP'S ROLE

Connors Group's project objectives included developing:

- Engineered Labor Standards (ELS) with characteristics and profiles for all stores
- A roll-up of labor hours by store, day part, and job
- Guidance for incorporating ELS into existing staffing tools
- Labor productivity results
- Job role evaluation summaries
- Process improvement recommendations
- Benchmarks against QSR best-in-class operations

RESULTS

- ELS offered effective reallocation of hours requirements to appropriate roles and departments
- Provided insights into current state store team utilization and specific job roles that could be reevaluated
- Developed 25+ actionable, data-driven, employee-supported recommendations for job roles and responsibilities
- Identified 47 process improvement opportunities reflecting 2.7– 3.4M annual hours available for reduction or reallocation