

Case Study: Transforming Global Marketing Operations at a Quick Service Restaurant (QSR) Company

Background:

A \$5 billion QSR global parent company with seven diverse, iconic restaurant brands, faced challenges in marketing operations due to disparate and inconsistent approaches across seven brands. Recognizing the need for transformation, the CEO's platform mission became the catalyst for aligning these brands to one standardized way of working both enhancing business outcomes and customer experiences.

Challenge:

Prior to the intervention, the existing marketing operations were fragmented, leading to inefficiencies and missed opportunities for synergy. The challenge was to unify the seven brands, each with its unique marketing strategy, into a cohesive and efficient global marketing model that still respected the individual brand customer segments and brand strategy.

Approach:

CXMD was specifically brought in to address the challenges with a comprehensive change management strategy implementation, leveraging influence, communication, program management and Agile methodologies. The focus was on utilizing associate epics and stories to drive both process and system changes across various functions (service engines), including Paid Media, Social Media, Creative, PR, Culinary, Guest Relations, and Supply Chain.

Solution:

The transformation initiatives encompassed several key strategies:

1. Integrated Marketing Transformation:

- Collaborated with senior leadership to implement a unified marketing approach across seven brands and service engines.
- Streamlined processes in key areas to ensure consistency and efficiency.

2. Agile Loyalty Customer Engagement:

- Adopted Agile methodologies to transform loyalty customer engagement, resulting in a more responsive and customer-centric approach.
- Achieved a substantial increase in customer engagement, with a growth of over 4 million customers.

3. Agile Culinary Menu Development:

- Applied Agile methodologies to revamp the Culinary Menu Stage Gate Process, introducing a JIRA Tool for efficient kanban board framework project management.

4. Creative Production Optimization:

- Implemented a reimagined vision for the Creative Production Team, utilizing the Workfront Tool to enhance capacity management and transparency.
- Launched a mini-process within the campaign go-to-market process to optimize creative asset production to reduce duplicative and unnecessary additional expensive photo shoots.

5. Paid Media Effectiveness:

- Developed a comprehensive plan for Paid Media effectiveness through attribution and data analytics, collaborating with multiple 3rd party ad agency vendors.

6. Digital Marketing Integration:

- Integrated Digital Marketing Capabilities Process into a Go-To-Market Process for multiple brands, ensuring a synchronized approach.

Results:

The successful implementation of these initiatives yielded significant outcomes:

1. Unified Marketing Approach:

- Transitioned from seven different marketing approaches to one unified and effective strategy for QSR brands.

2. Enhanced Customer Experience:

- Positively impacted customer experiences with a streamlined and consistent approach across all brands.

3. Operational Efficiency:

- Increased operational efficiency through Agile methodologies and streamlined processes, leading to faster project completions (4 million increase loyalty program customers; 40% greater throughput).

4. Improved Transparency:

- Enhanced transparency and capacity management within the organization through the implementation of tools such as JIRA and Workfront.

4. Drove Accountability:

- Improved accountability within the organization through the implementation of SLA tracking, sprint planning reviews, and governance councils.

Conclusion:

The case study exemplifies the success achieved by aligning diverse global brands to a singular mission. The combination of change management, influence, communication, program management, Agile methodologies, and strategic technology use created a lasting impact on marketing operations. This transformation serves as a testament to the potential for positive outcomes when visionary leadership drives change within a complex organizational landscape and leadership, management and associates are aligned to implement that common mission.