

SNAPSHOT



Jardine Restaurant Group

RESTAURANTS



Challenges

- Time-consuming, manual labour calculations by store managers to schedule employees
- Inefficient and lack of central control using spreadsheets to forecast labour demand
- No automated process to manage compliance rules

Solutions

Fourth Workforce Management providing:

- Labour demand calculation and forecasting
- Labour rules built and integrated into business legacy HR systems and scheduling tool
- Online scheduling tool available 24 hours a day, anytime, anywhere
- Employee app to share schedules in real time
- Real-time reporting and labour cost calculations
- Analytics for labour demand, labour costs and sales metrics across all brands, stores, and regions

Results

- Hit the company target of a fast roll out (Up and running in five months despite Covid-19 disruptions)
- Implementation achieved, according to time frames, across different stores, with multiple IT & operational teams, integrated into a complex IT infrastructure with legacy systems.
- ROI achieved during the first month of deployment (10% straight reduction in Mean absolute percentage error (MAPE), a key measure of forecasting accuracy)
- Higher accuracy in labour forecasting
- Increased labour efficiency across brands and regions
- Regional and area managers acquired real-time visibility into store operations
- Mitigation of financial risks with the automation of compliance processes
- Performance metrics for training, reward and promotion

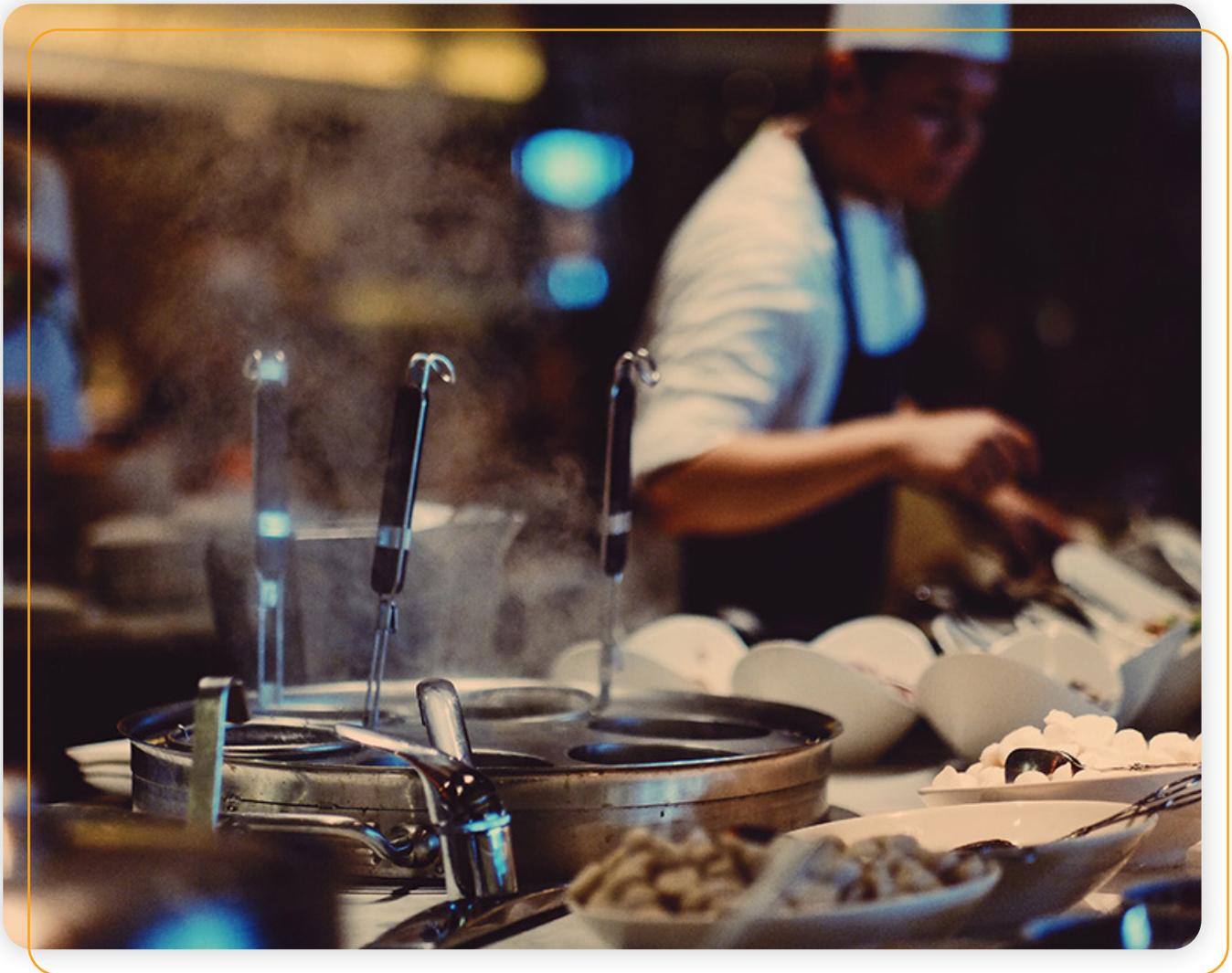
For decades, the Jardine Restaurant Group (JRG) has been the driving force of the international growth of the iconic Pizza Hut, KFC and PHD across Asian markets.

Quickly adapting to the consumers' increasing desire for casual dining restaurants, quick service menus, takeaways and delivery services, JRG has become the leading restaurant group in Asia, operating across 900 outlets and employing more than 27,000 people in Taiwan, Hong Kong, Macao, Vietnam and Myanmar.

JRG prides itself in putting a smile on the face of every customer by sharing the simple joys of food with unique twists in sustainable ways.

Spreading The Passion Since 1973

Growing and managing a business of this size, with ambitious future prospects, is equally exciting and challenging. To sustain the exponential growth and solidify its position in the market, the Jardine Restaurant Group has deployed the latest labour management technology to run smooth operations across their different brands and sites.





Before partnering with Fourth, JRG relied solely on the experience and ability of store managers to schedule staff and forecast labour demand. Manually managing staffing levels was time-consuming and lacked the ability to manage labour costs.

JRG is comprised of different brands using different software and systems, making the overall IT infrastructure complex, but required a labour management solution to seamlessly work across all platforms.

The Jardine Restaurant Group hired a business consulting firm, who initially designed a labour demand model with basic labour calculations using Excel spreadsheet, and advised JRG on the requirement for an automated solution.

Innovation Movers

The Jardine Restaurant Group set out to find a technology partner that would provide a solution with a speedy rollout, competitive price and a hands-on team. They selected three companies for appraisal, with Fourth quickly winning over the trust of the JRG's leadership.

Fourth ticked all the boxes and was the only company confident that the rollout would be accomplished in five months, as requested by JRG.



"Fourth stuck with me through thick and thin, despite the time difference and language barrier."

Ran Zou
Senior Transformation Manager

The Jardine Restaurant Group picked Fourth's Workforce Management solution, which is designed to help restaurants forecast, schedule and engage in real-time their teams.

Labour is one of the most expensive costs for an operator. Fourth's solution helps organisations determine the right level of labour demand and cost, remove complexity in creating schedules, by providing accurate labour demand calculation and forecasting, real-time scheduling, as well as business intelligence through easy-to-read analytics.

Fourth's workforce scheduling solution provides fully costed wage forecasting, giving multiple levels of rota approval and snapshot comparisons, with a centralised view of employee work patterns across multiple sites.

"Labour cost is our measurement of truth and we have improved our cost of labour quite considerably, exceeding the target given by the previous consulting firm", said Ran Zou, who is the Senior Transformation Manager at Jardine Mathison the parent company of JRG.

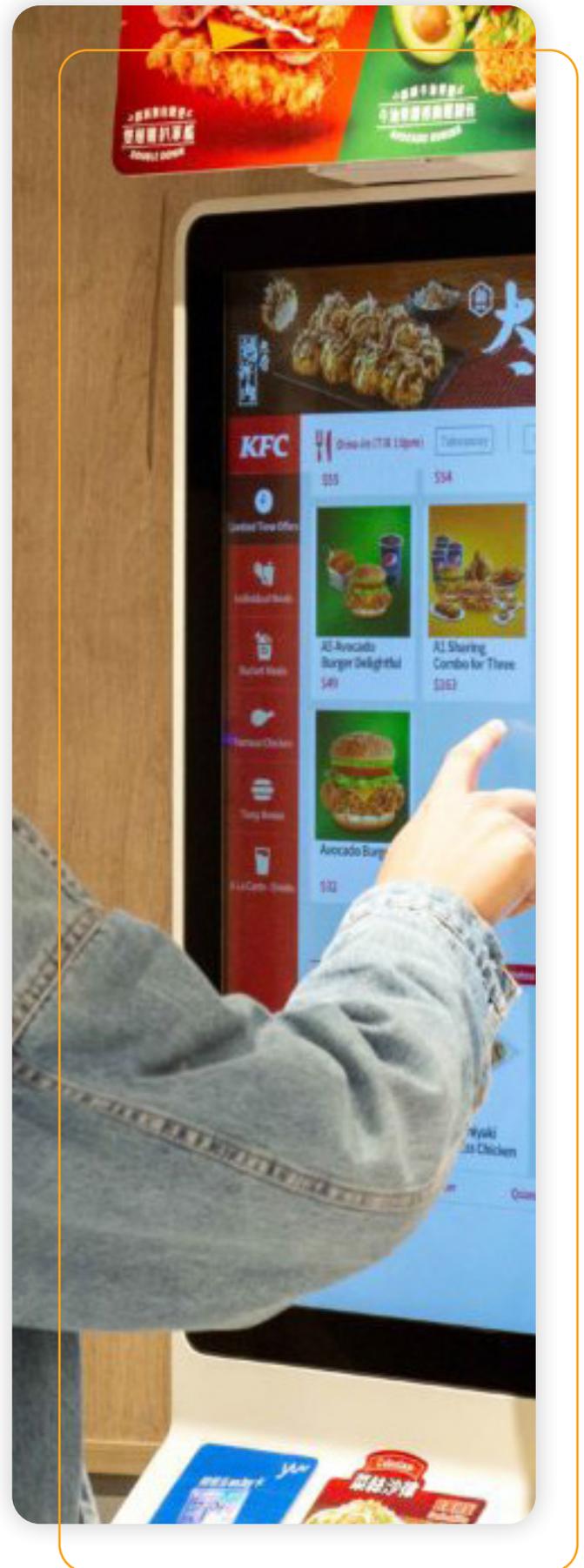
Transforming forecasting from manual to automated and data-driven, with the software implementation, allowed JRG to see exactly how many staff members were needed to meet the demand, including non-revenue-generating activities like prep and clean-up. This eradicated the original issue of over and understaffing.

Seizing Opportunities Through Pioneering Technology

Fourth implemented the solution to 80 sites in five months, with the full rollout of 550 stores targeted for Q1 of 2022, meeting JRG's expectations.

During the first month of implementation, JRG saw improvements in labour forecasting.

"In the early days, even using only a month worth of data, in Taiwan we were seeing 10% straight reduction in MAPE".





The introduction of the workforce management solution at JRG has been a win right from the start. One of the principal driving factors contributing to upholding the high standards of service and smooth operations throughout sites has been the access to real-time visibility into store operations for regional and area managers.

“What moves the needle is it allows us to very easily see, in real time, what the managers are doing, using a friendly interface, which is 50% of the benefit”.

Back-Office Tools Designed To Safeguard Your Business

A valuable part of Fourth’s solution has been the automation of labour compliance rules, which mitigates financial risks and penalties, due to the possibility of part-time employees obtaining benefits reserved to full-time employees, through extending their contractual working hours into a four weeks period.

Without this automation, the Jardine Restaurant Group would have been at financial risk of paying full time benefits, amplified by their extensive footprint and growing employee base.

As Ran said: “The ability and willingness to do this for us is a huge win. As far as I know, this is the first to market. I couldn’t find any one else that provides this.”

A Partnership During Unprecedented Times

The Jardine Restaurant Group’s core values are deeply rooted into any region it operates in, every daily customer interaction and operational process.

So JRG had to find a hospitality tech partner that would be able to personalise the solution to their business’ needs.

Speaking about the impact of Fourth, Ran says:



“Fourth has given us the ability & insight needed to bring all of our stores’ labour & forecasting capabilities above the standard of even the highest performing stores before implementation”.

Built for Hospitality

The Fourth Platform has been serving this industry since 1999, so you can be confident that we have the depth of experience and functionality you need. Restaurant and hospitality technology redesigned from the inside out.

