



# Restaurant planning at KFC

**bdg and BOARD facilitate performance  
management for fast food giants**

## About KFC

Back in 1930, the success story of the US Group began with a simple petrol station in Kentucky. Today, KFC is part of Yum! Brands, the world's largest food service group, serving over 20,000 restaurants in approximately 125 countries. The first foreign branch of KFC opened in Preston in the United Kingdom in 1965 and was thus the first American fast food restaurant chain in the country.

## Starting Point

Good planning is crucial to the company's success, especially in the fast food business, as the reaction speed and the ability to adapt quickly to changing consumer trends is absolutely essential. As KFC grew, so did the planning requirements, and the initial Excel-based planning system consequently needed to be updated. This was because KFC's restaurant planning required the planning of sales, resources and many different variables such as electricity, uniforms and security. Source data drawn from different sources and the manual preparation of the data in Excel files made the planning at KFC a very time-consuming and potentially error-prone business. In particular, subsequent changes and planning scenarios were an extremely cumbersome and labour-intensive process due to the many variables that have to be adjusted in Excel following even a minor change in the targets. In order to address these shortcomings of the current planning process, KFC decided to implement a tool for integrated restaurant planning.

## Project Goals

KFC developed a concept for the modelling and implementation of a corporate performance management tool to optimise the planning processes. After a thorough software evaluation, it became clear that BOARD best meets KFC's requirements for planning, especially because of the ease-of-use and fast processing and evaluation time of the data. A central data source (single point of truth) as well as integrated calculations of the main drivers and KPIs was to be created in BOARD in order to automate the planning process as much as possible. The ability to easily and quickly make changes to key assumptions and drivers, which used to take days to implement across all the Excel sheets, was also a key target of the project.

## Brief Profile of the Customer

<b>Customer:</b>	KFC (YUM! Brands)
<b>Region:</b>	Woking, United Kingdom
<b>Industry:</b>	Retail, F&B
<b>Division:</b>	Operations Finance
<b>Number of users:</b>	3 planners, data transmission to 230 restaurants
<b>Application:</b>	Restaurant Planning (sales, resources & other variable costs)
<b>System environment:</b>	SQL Server & Excel

## Executive Summary

- Tailor-made BOARD solution for KFC
- Planning cycles have been greatly shortened and simplified
- Error rate could be significantly reduced
- User-friendly interface, tailor-made templates

”

The planning process that used to take 6-7 weeks is now done in a matter of days.

Tom Palmer - KFC (YUM! Brands) / Operations Planning KFC

“

## Approach

In order to unify and improve the process of the software implementation, and to react faster to problems and/or errors, bdg proposed an agile project approach.

## Creating an Integrated Planning Model

What used to be a complex, intertwined plethora of Excel sheets that were more or less connected to each other was, one by one, transferred into one integrated planning solution in BOARD. Starting from planning sales, all the corresponding variables and drivers, from labour requirements down to uniforms, were integrated in an automatic process that calculated the numbers based on a coherent logic, while still allowing the planning team to make changes at any point, if required.

Within a short time, bdg set up an integrated restaurant planning solution which was ideally suited to KFC's business requirements.

## Conceptual Coordination and Implementation of Restaurant Planning

Within a short time, better decisions group set up an integrated restaurant sector planning solution which was ideally suited to KFC's business requirements. In addition to support and maintenance, the BOARD partner provides support for customising and extending the solution. Thanks to the effective user and administrator training, the KFC team can now largely independently control its planning solution and optimise processes.

## Results

The duration of the planning cycles was shortened substantially with BOARD, while at the same time improving quality and enabling easier auditing - all information is now consistent and runs together in a single data pool. Duplication in processes was significantly reduced by implementing a central, integrated planning logic across all planning modules. This way changes in key assumptions, e.g. an uplift in sales overall, can now be calculated through all drivers in no time - a process that happens frequently during planning and which used to take days. Also, this gain in time, quality and level of detail has made it possible to experiment with strategic simulations whilst maintaining the depth of detail.

An integrated planning logic across all planning modules made it possible to implement changes in key assumptions in no time - a process that used to take days.



---

## Better planning, better reporting, better analytics for better decisions

---

Christian Kiock | Managing Partner

---



### About the Tool

---

BOARD is a unified corporate performance management and business intelligence toolkit for all analysis, reporting and planning tasks within the company. One of its core advantages is a very strong self-service capability for the users - whether for planning and forecasting, analytics and reporting within individual business functions, such as finance, sales or buying/procurement, or across functions for enterprise-wide planning and reporting. On top of industry-leading dashboarding, performance analysis and planning functionalities, the tool also contains modules for predictive analytics and advanced forecasting. BOARD can be deployed on-premise or in the cloud.

### About bdg: better planning, better reporting, better analytics for better decisions

---

bdg is an international consultancy for Corporate Performance Management (CPM) and Business Intelligence (BI) solutions based in Germany and the UK. We are a long-standing partner of various CPM and BI software providers and implement flexible solutions for planning, reporting and analysis. Medium-sized companies as well as large corporations and public organisations are among our satisfied customers. It is our mission to create a solid data and information basis for our customers as a basis for better decisions and thus enable them to achieve greater business success. To this end, we design and implement customised BI & CPM solutions in the areas of Finance & Controlling, Marketing & Sales, Procurement and Human Resources.

Our focus is on the retail, energy, financial services and manufacturing sectors. We support our customers both professionally and technically, from the selection of suitable BI technology and joint strategy development to the definition of company-relevant KPIs and complete implementation. Our range of services is rounded off by practice-oriented training and customer-oriented service.



better decisions GmbH  
HQ Berlin: +49 30 364 28 1202  
  
better decisions group Limited  
HQ Peterborough: +44 1733 475798  
  
E-Mail: [info@bdg.io](mailto:info@bdg.io)  
Web: [www.bdg.io](http://www.bdg.io)

better planning | better reporting | better analytics