Forecasting & dashboards launch: Q&A

<u>Forecasting tool</u>

Q: If we're using Nandoca log-in can anyone access any restaurant?

A: Currently yes, but the user who makes the changes are recorded for audit purposes. This is why restaurant logins cannot be used- it is not accessible on restaurant accounts, only named Patrao or AM accounts. This is to allow for an audit trail.

Q: Is the forecasting tool available to Assistants?

A:Yes, Assistants have access to use the tool.

Q: How do Assistants get a named account?

A: The same account that they use for Workday will work for forecasting.

Q: Is the split for C&C Eat in Delivery the same for each restaurant?

A: No- it is based on your restaurant

Q: When you change the forecast because of an event how does it know what to break the sales down to in the different channels? What happens if the event means that you know it will only impact eat-in, it will always change all 3 channels and not let you edit only one?

A: Predictive Insights will define what they think the split per channel and per hour of day is. For now you can't change the channel ratios

Q: What if I want to change the forecast for take away or Deliveroo?

A: We don't allow changes to channel split at the moment, in the interests of avoiding added complexity to the process. We're happy to get feedback on this though should it prove to have a significant effect on forecast accuracy over time. For now you just need to forecast the total amount. The per channel/per hour splits are fixed by the PI forecast.

Q: As we can't adjust by channel, could that not affect the amount of hours used?

A: Now we are using flex for HY2 the channel split doesn't matter anymore for labour. Flex is channel neutral

Q: Can you make the icon change once you have given a reason for any sales forecast variance so you can see clearly which ones you have done and haven't done?

A: Good idea! We can look into this.

Q: Does it factor in the fact Covid massively changed the sales breakdown and in some places reduced the sales?

A: Yes - Predictive Insights have about 5 years of daily sales data and 2 years of transaction level data they're using, so it recognises the impact of Covid. We provided PI with the restaurant opening/closing and they've already cleaned the data to account for Covid closures

Q: Does the AI solely work off Sales data or does it also look at number of transactions? Especially as it cascades down to labour/wages?

A: We provide PI with transaction level data from 2020 onwards and daily sales from about 5 years ago. PI have investigated using transaction count to forecast sales and it skewed the numbers (dropped accuracy). They have a separate algorithm that is dedicated to suggesting labour/rotas, we're prepping that to be used in future work / projects.

Q: How does it work for seasonality?

A: Seasonality is considered in the base algorithm for weekly/monthly, annual. Broadly the algorithm already takes into account seasonality, and can respond over time to changes in sales behaviour

There's daily sales data going back about 4 years, and transaction level data going from 2020. PI then generate a couple models for sales forecast that blend together the recent prediction + the long term + seasonal variations. They then also then blend in changes due to things like weather, bank holidays, how different restaurants behave around things like school holidays etc.

Q: Are those sales variances reasons then taken into account for forecasting, for example if you are hitting capacity but not sales will this be factored in going forward?

A: Yes, PI have said that they'll be taking the reasons for variances in sales to help train the model to know what to predict going forwards

Q: Do we still need to use the sales forecast in the rota tool as well?

A: No- only the new tool. Rota is only populated to ensure that any of the things you're used to using in rota that are based on forecasts still work exactly as before, just with a better forecast. Any forecast adjustments must be done in the Forecasting tool, which is the source of truth, and not in Rota to avoid inconsistent data. Only the Forecasting tool feeds Rota. Changes in Rota won't be reflected in the Forecasting tool.

Q: is the forecasting tool a live update into the rota forecasting tool?

A: It is live! It also reflects in PO, but that is only a daily refresh

Q: Will the forecasting automatically flow through to suggested orders for bidvest ordering?

A: The same forecast updates into purchase order- this is refreshed daily, so changes will not be reflected immediately.

Q: Will it take different opening hours for bank holidays? We are in a shopping centre so have to go by their hours

A: Yes, we send PI every restaurant's individual opening hours to tell them where to allocate the sales forecast. PI will use the opening hours that we hold for each restaurant, bank holidays included, so they should be accurate.

Q: Will it also include the correct dates for Scotland/Wales/ROI bank holidays/school holidays?

A: Yes it factors in that Scotland, Wales and ROI may have different dates for school holidays & bank holidays.

Q: When the % accuracy number is higher, does this mean less accurate?

A: A higher number is worse, 0% would be a perfect forecast

Q: Is there a way you can see the "original forecast" vs the "Patrao/amended forecast" once the week has gone by (with the actuals)? To see how far off the actual sales were against the "original" and the "amended". I can only see both forecasts for pending weeks only

A: You can view this information in Looker.

Q: We used to have to complete on BEV to do list a rota forecast/commitments which detail went to MD. This function hasn't been working recently, has the function moved somewhere else or is it automatically pulled now from the new forecasting tool?

A: There isn't anything in forecasting that will end up in the to-do list at the moment, I think we're mostly looking at tracking engagement and giving MD/RDs the tools to track and coach this instead. But if a to-do list item is the only way to drive this engagement it's something we may have to look at in the future

Q: How quickly does PI learn for New Openings & Cannibalised restaurants?

A: It varies, but PI have seen decent forecast data being generated after 6 weeks of learning patterns from a new restaurant. There are some dashboards in Looker that will allow you to track accuracy.

Q: What happens with the forecast for restaurants that are going to get increased capacity/refurb etc?

A: As soon as you start trading in your new format, PI will start to learn your new sales patterns and adjust accordingly, 6 weeks is a rough approximation for useful forecast accuracy.

Q: The forecasting tool allows you to edit any restaurant's forecast- is this a problem? What if somebody actually makes changes to another restaurant by mistake?

A: We're aware this is the case, it's something we will fix eventually, however all edits are recorded under the named user who made them. We haven't had problems so far however

Q: We forecast daily, but operationally we split the into AM and PM daily with the split being 5pm much like the information we get on BEV currently on the end of day sheet. Is there a way to view this with out having to adding each hour?

A: Currently not, but that's something we could add in to the Looker reporting

Q: Is there a way to see the totals at a glance for each time range?

A: Currently no, but you can hop to the higher time range to see it.

Q: If you're next to a Stadium is it possible to upload a teams fixtures/concert dates?

A: Not available yet, but events is something we're working on.

Q: Is there any way to export data from forecasting for defrost levels, order sheets for example?

A: Not at the moment. We could include this requirement to our backlog and analyse if this is something that would benefit other restaurants as well

Dashboards

Q: Should the labour dashboards be used now for period 7 onwards when finding labour allowance for rota, or are we still using the temporary flex tool in the meantime?

A: You can use this dashboard going forward.

Q: How is the FoH/BoH split graph worked out?

Based on roles in rota tool, so you will need to bear in mind where you have allocated certain roles, e.g. is Co-ord FoH or BoH in your restaurant? In the rota tool you decide how you want to assign a role. We would suggest you reassign these so you can consistently compare how you are using your hours:

- Supervisor - FOH
- Coordinator - BOH

- Delivery roles - FOH (if that Nandoca may be dealing with customers for collect or helping on the floor)

Q: What are 'adjustments' in the sales generating hours graph?

A: Wage adjustments are when you put hours into the wages system on the computer manually - normally for closedowns taking longer than you thought or when a Nandoca has not clocked in for a day and you have to add the hours. Try and minimise these adjustments wherever possible - because those hours are not assigned to the correct time of day - and that will throw the analysis on here slightly out

Q: Does the efficiency % include ticket average or only sales per hour vs hour used?

A: Only £ sales vs Nandoca hours assigned to that particular time

Q: Are any managers gaps included in the calculation of flexed labour?

A: No manager gaps aren't currently included

Q: If we put managers on the rota, will that also count as total hours deployed on the data?

A: If managers are on the rota then they will come through, yes.

Q: I believe the labour data will be wrong for the restaurants using night cleaners. Should hours be included into rota tool to get accurate data?

A: If the night cleaners are external, they won't show on your labour deployment. If you've got internal staff doing night cleaning then yep they will be shown as "non sales generating labour hours". Best practice here is just to review your sales generating % over time vs comparing to other restaurants

Q: Can data in Looker be exported to Excel or pdf?

A: Yes- both

Q: Can Assistants access looker dashboards from their log in or do they have to log out and log in as restaurant to go between Forecasting and Looker?

Unfortunately, yes, in this scenario you would need to log out and in. But you can access forecasting information in Looker, so this would only crop up if there was reforecasting to do.

Q: Does the rota'd hours recognise holiday hours processed on Workday or can we expect to see a difference from rotad hours and contracted hours?

A: We're still working to ingest that data from Workday at the moment, so currently none of the values account for things like EUL or LTS.

Q: When does Looker pull the rota data?

A: Looker updates once a night. Same timings as GP, we rely on the EoD process to send us data and we process ready so it's available to view the next morning. this also means you probably will see a delay between inputting a new forecast in the forecast tool and it showing in Looker!

Q: Will the weekly forecast email still go out to MD's? Or will we need to go to Looker to see the detail by each restaurant?

A: We're not turning off any exisiting reporting for now, but we are building a similarly detailed view for MD + RD in Looker, including things like engagement metrics with the forecast tool

Q: How does this take training hours in to account, if at all?

A: Currently training hours are included. We take all hours based data from the wages app, so if an hourly Nandoca was paid to be at your restaurant, they'll show up here.

Q: Do the suggested hours collate to the restaurants wage benchmark?

A: Yes, 88% of the flexed hours get allocated to sales generating hours. The remaining 12% is for non-sales generating hours (opening and closing).

Q: What is the figure that the wage tile is running off?

A: For the wages-sales %, we take the total net sales and the wages paid to Nandocas based on the wages app, which includes: normal shifts, training shifts, and adjustments. The only thing that is missing that might be on your P&L is around Workday related absences like LTS, EUL etc. which we're working to build in.

Q: Are managers' 48 hours included?

A: No- currently the list of roles we include in the contract data are:

- "Buddy"
- "Back of House Nandoca"
- "Front of House Nandoca"
- "Supervisor"
- "Data Conversion - Profile To Be Decided"

Q: What is included in 'Worked hours'?

A: Worked hours comes up from the wages app so includes any hourly paid Nandoca. The Rota on the other hand, includes anybody you put on the rota.

Q: How do training hours and kickstart hours get incorporated into the numbers?

A: These are currently included in the numbers.