

CHIPOTLE MEXICAN GRILL

(Sustaining Integrity: A Digital Transformation Strategy for Chipotle)



Project Proposal

June 02, 2025

IS478 – Group 2 is pleased to present the following proposal to Chipotle Mexican Grill, Inc. (Chipotle) to assess its current operational and digital infrastructure and recommend strategies to enhance its workforce management, supply chain resilience, and innovation processes—without compromising the brand's core principles of sustainability and food integrity.

Project Context:

Chipotle has experienced tremendous growth with over 3,700 locations globally and digital sales comprising 35% of total revenue in 2024. However, this expansion introduces several operational challenges:

- High employee turnover and associated training inefficiencies
- Supply chain disruptions due to ethical sourcing constraints
- Increasing pressure from digitally adept competitors
- Demand for menu variety and innovation

Our engagement focuses on helping Chipotle sustain growth by improving operational resilience through digital transformation strategies across workforce, supply chain, and customer engagement.

Proposed Scope of Services:

IS478 – Group 2 will perform a comprehensive assessment of Chipotle's existing technology, processes, and organizational alignment to deliver a roadmap that enhances resilience and innovation in a sustainable, brand-consistent manner. The deliverable for this project will be a written report with strategic recommendations and a phased implementation roadmap, focused on workforce efficiency, supply chain agility, and digital-led menu innovation.

Project Approach and Methodology:

To deliver impactful and practical solutions for Chipotle Mexican Grill, our consulting team will adopt a streamlined, phased, and data-driven approach. The methodology is structured to ensure a thorough understanding of current challenges, stakeholder alignment, and implementation feasibility. Our methodology emphasizes collaboration, feasibility, and data-backed decision-making:

The following high-level functions will be performed in this engagement:

- Gathering and reviewing internal documentation to understand Chipotle's current labor practices, supply chain processes, and digital tools
- Conducting 30–45-minute interviews with key stakeholders across HR, operations, and supply chain teams
- Benchmarking Chipotle's performance against fast-casual industry best practices in staffing, sourcing, and digital integration
- Designing strategic recommendations focused on workforce retention and supplier diversification.
- Evaluating the feasibility and potential impact of proposed solutions through cost-benefit and risk analyses.
- Developing KPIs and success metrics to guide post-implementation performance tracking.
- Preparing and presenting a final report and implementation roadmap to Chipotle's executive sponsor and stakeholders.

Roles and Responsibilities

Simple Set of R&R

The consulting team, will manage and deliver all aspects of the project, including stakeholder interviews, data analysis, benchmarking, and the development of strategic recommendations and an implementation roadmap.

A designated Chipotle representative (e.g., Director of Operations or Digital Strategy) will serve as the main point of contact, helping coordinate access to stakeholders, data, and feedback throughout the engagement.

More Detailed Set of R&R

IS478 Consulting Team – Roles and Responsibilities

Executive Sponsor – Priyanka Erande

The IS478 Consulting Team will assign an Executive Sponsor to support the overall success of the engagement by ensuring alignment with the client's strategic objectives, resolving high-level issues, and providing guidance on critical project decisions beyond the scope of the project team.

Client Services Representative – Raghuvarun Kancharla

The IS478 Consulting Team will designate a team member to serve as the primary relationship manager for Chipotle throughout the engagement. This representative will be responsible for maintaining ongoing communication, ensuring client satisfaction, and periodically requesting feedback to support continuous improvement during the project.

Project Lead – Sudipth Saravanan

IS478 Consulting Team will assign a Project Lead responsible for leading the consulting engagement. The Project Lead will coordinate all team activities, manage communication with Chipotle's Engagement Manager, and ensure successful delivery of all phases including discovery, analysis, strategy development, and final presentation. The Project Lead will also be accountable for scope management, team alignment, and on-time deliverables.

Project Delivery Lead (PM) – Vazeer Khan

The IS478 Consulting Team will assign a Project Delivery Lead to oversee day-to-day project execution, coordinate team members, and ensure effective communication with Chipotle. This role will also be responsible for managing the project plan, tracking progress, ensuring quality and consistency of deliverables, and supporting all key engagement activities. The Project Delivery Lead will oversee contributions from other team members as needed to meet project goals within the agreed timeline.

Stakeholder Engagement Coordinator – Sparshika Kumar

The IS478 Consulting Team will assign a Stakeholder Engagement Coordinator to facilitate clear and consistent communication between the consulting team and all relevant Chipotle stakeholders. The Stakeholder Engagement Coordinator will also support the team by maintaining a stakeholder map, monitoring engagement levels, and helping incorporate stakeholder input into the team's ongoing analysis and recommendations.

Client Team – Roles and Responsibilities

The success of the IS478 – Group 2 consulting engagement is dependent on the following responsibilities being fulfilled by Chipotle:

- Chipotle will provide requested documentation - including workforce reports, supply chain data, training materials, and customer feedback summaries - within 5-10 business days of request. All

information shared will be treated as confidential and used solely for the purpose of this engagement.

- Chipotle will ensure the availability of relevant team members across HR, Operations, Supply Chain, and Digital Innovation for interviews, feedback sessions, and data validation.
- Chipotle will provide prompt responses to questions, coordinate across departments, and make timely decisions to support efficient project execution.
- Chipotle will review draft findings and the implementation roadmap, providing constructive feedback to support refinement prior to final submission.

Client Executive Sponsor – Scott Boatwright

Chipotle will designate an Executive Sponsor who has the authority to communicate the company's strategic priorities, approve project milestones, and ensure overall alignment of the engagement with organizational goals. The Executive Sponsor will also help resolve any issues that cannot be addressed directly by the project team or the Engagement Manager.

Client Engagement Manager – Jason Kidd

Chipotle will designate a Client Engagement Manager who will serve as the primary point of contact for the IS478 consulting team throughout the engagement. This individual will be responsible for coordinating internal communications, facilitating access to necessary data and documentation, and ensuring the availability of key stakeholders for interviews and feedback. The Engagement Manager will also support timely decision-making, monitor project progress, and provide feedback on draft deliverables. Additionally, they will escalate any internal challenges that may impact the engagement timeline or deliverable quality, helping to ensure smooth execution and alignment with project goals.

Project Estimated Time Frame:

- Start Date: June 9th, 2025
- Completion Date: September 5th, 2025

Fee of Service:

IS478 has estimated this project will involve approximately 200-250 hours of time at an estimated cost of \$60000. IS478-Group 2 will keep a track of time and share it with Chipotle Mexican Grill as aligned. If there is any change in hours, we will send a change order for Chipotle's approval.

Based on the current hourly rate of \$300, the proposed cost reflects both the estimated effort and the expected scope of work. This calculation ensures that the time and resources required for in-depth analysis, research, and solution development are adequately accounted for in the project budget.

40% of the fee will be due upon signing and the remaining amount will be invoiced monthly with payment due within 15 days of receipt. Additional project expenses will be invoiced as incurred.

Respectfully Submitted by:

IS478 - Group 2
DePaul University