

3. ECOMMERCE / E-CATEGORY MANAGEMENT

QSR franchise (Europe)

Overview: A stagnant, global franchise business revitalized growth in Western Europe by building out a new eCommerce platform with web, tablet, mobile, iOS and Android apps. Additionally, the parent company cultivated a 'digital native' team to accelerate top-line growth

Example of: Build-operate-transfer of a digital / eCommerce unit

Impact delivered: Effort has yielded conversion improvement of 30%+ across stores, and effort is now scaling to support more broadly in Europe and rest of world

Key elements of their digital transformation

BUILD

New central digital unit operational with key team members on board

1-2 new digital initiatives tested and released to drive growth

OPERATE

Digital unit responsible for sizeable company P&L contribution

Multiple digital products delivered with continuous releases

TRANSFER

Digital worked into most company processes

Organization thinking, collaborating, and working digitally

Advanced analytics embedded into decision making