DR. BURGER DIGITAL TRANSFORMATION

Executive Summary

EXECUTIVE OVERVIEW

Comprehensive 24-month transformation roadmap

From traditional QSR to digital food service platform

Four strategic phases: Foundation → Expansion → Integration → Innovation

Key outcomes: Revenue growth, customer engagement, operational efficiency

Total investment: $26M with expected 3-year ROI of 165%

DIGITAL TRANSFORMATION VISION

Vision Statement: To transform Dr. Burger from a traditional fast-food chain into a digitally-enabled food service platform that delivers personalized experiences, creates new revenue streams, and builds deeper customer relationships through innovative technology integration.
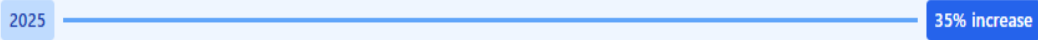
Guiding Principles:

- Customer-centric design
- Data-driven decision making
- Platform business model
- Seamless omnichannel experiences
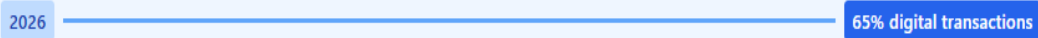- Operational excellence through technology

DIGITAL STRATEGY & TRANSFORMATION GOALS
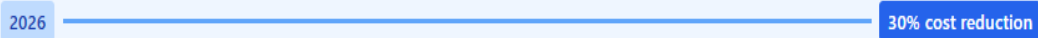
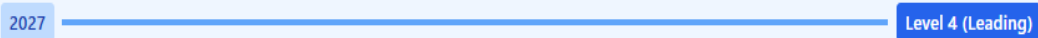## Measurable Transformation Goals

Revenue Growth

2025 —————————————————— **35% increase**

Customer Engagement

2026 —————————————————— **65% digital transactions**

Operational Efficiency

2026 —————————————————— **30% cost reduction**

Digital Maturity

2027 —————————————————— **Level 4 (Leading)**

Customer Engagement Framework

Loyalty Program

Mobile App

Website

Customer

Social Media

Voice Assistants

In-Store Kiosk
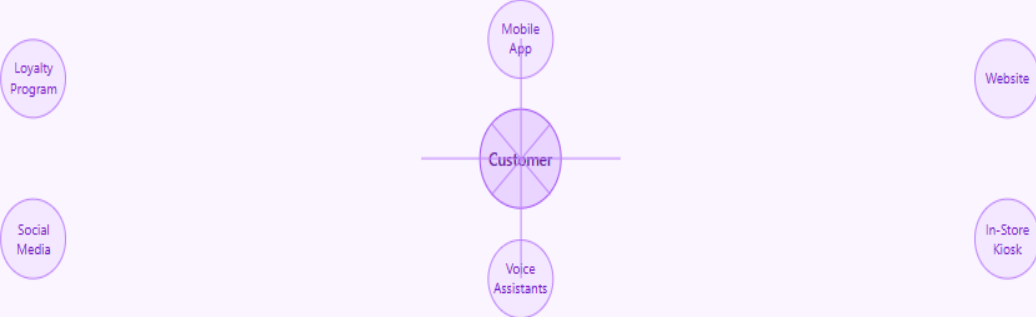
Digital Value Proposition

Personalized Food Experience
AI-driven recommendations and personalized offers

Ultimate Convenience
Order anywhere, anytime, receive however you want

Rewarding Relationships
Data-driven loyalty that gets better over time

Business Strategy Alignment

- **Quality food meets digital convenience**
  Maintaining Dr. Burger's quality reputation while adding digital convenience

- **Expansion through digital channels**
  Using digital to reach new markets without physical locations

- **Data as a strategic asset**
  Leveraging customer insights to drive all business decisions

BUSINESS CHALLENGES & OPPORTUNITIES

Challenges:

- Growing competition from digital-first delivery platforms

- Changing consumer expectations for convenience and personalization

- Pressure on traditional revenue streams and margins

- Legacy systems limiting business agility

Opportunities

- Expand digital ordering and engagement channels

- Create subscription and platform revenue models

- Build deeper customer relationships through personalization

- Optimize operations through digital automation

- Enable rapid innovation and market adaptation

DIGITAL MATURITY ASSESSMENT

Current state: Level 2 (Emerging) on 5-point scale

Target state: Level 4 (Leading) within 24 months

Key gaps in data capabilities, technology architecture, and digital organization

Foundation for measuring transformation progress

Dr. Burger Digital Maturity Assessment
March 2025

Executive Summary
Current Maturity: Level 2 (Emerging)

Target Maturity: Level 4 (Leading)

Key focus: Customer Experience, Data, Tech
Implementation: 24-month roadmap

Assessment Methodology
Six Dimensions:
- Customer Experience
- Operations and Supply Chain
- Data and Analytics
- Technology Architecture
- Organization and Culture
- Innovation and Strategy

Maturity Gap Analysis
Critical Capability Gaps:

Personalization Engine L2 → L4

Data Democratization L1 → L4

API Ecosystem L2 → L4

Agile Ways of Working L2 → L4

Key Investments Required
Technology:
- Customer Data Platform: $1.2M
- API Management Platform: $0.8M
- Cloud Infrastructure: $2.5M
- Analytics and AI Platform: $1.5M

People and Process:
- Digital Skills Development: $1.0M
- Agile Transformation: $0.7M

Current State Assessment
Overall: Level 2 (Emerging)

1. Customer Experience (L2)
Strengths: ● Basic mobile app ● Digital payments
Gaps: ● Limited personalization ● Siloed data
Evidence: App rating 3.2/5, Digital orders 18%

2. Data and Analytics (L1)
Strengths: ● Basic data collection
Gaps: ● No centralized data strategy ● Siloed data
Evidence: 85% decisions without data input

3. Technology Architecture (L2)
Strengths: ● Modern POS system
Gaps: ● Limited API ecosystem ● Legacy systems
Evidence: 65% budget on legacy maintenance

Implementation Roadmap

Phase 1	Phase 2	Phase 3	Phase 4
Months 1-6	Months 7-12	Months 13-18	Months 19-24
Foundation	Expansion	Optimization	Innovation
Mobile App, Cloud POS	Loyalty, CDP	AI, Subscription	Predictive, Virtual

Maturity Progress:

Level 2 — Level 3 — Level 4 — Level 4+

Key Performance Indicators

Customer Experience:
Digital Channel Adoption: 65% Target
Currently: 18%

Operations and Efficiency:
Digital Process Automation: 70% Target
Currently: 15%

Business Impact:
Revenue from Digital: 50% Target
Currently: 8.7%

Transform from "Emerging" (L2) to "Leading" (L4) digital maturity within 24 months

BUSINESS MODEL INNOVATION CANVAS

Current Business Model

Value Creation

- Physical restaurants with standard menu
- Quality ingredients and preparation
- Limited customization options

Value Delivery

- In-store dining experience
- Basic takeout service
- Limited third-party delivery

Value Capture

- Transaction-based revenue
- Standard menu pricing
- Volume-based profitability model

Transformed Business Model

Value Creation

- Digital food platform with AI personalization
- Quality ingredients with data-driven customization
- Virtual brands for different customer segments

Value Delivery

- Omnichannel customer experience
- Flexible fulfillment options (dine-in, pickup, delivery)
- Dark kitchens for delivery-optimized experiences

Value Capture

- Multiple revenue streams (transactions, subscriptions)
- Dynamic pricing based on demand and loyalty
- Marketplace commission and data monetization

Digital Best Practice

Data-Driven Personalization

Using customer data to tailor experiences and offerings to individual preferences

Digital Best Practice

Platform Business Model

Creating a digital ecosystem with multiple participants that create and exchange value

Digital Best Practice

Subscription Economy

Moving from one-time transactions to recurring revenue relationships

FOUR STRATEGIC PILLARS

▤ Platform-Based Revenue Model

"Dr. Burger Prime" subscription program

Marketplace integration with complementary vendors

Ethical data monetization

Dynamic pricing optimization

▨ Customer Experience Enhancement

AI-powered personalization

Gamified loyalty program

Omnichannel engagement

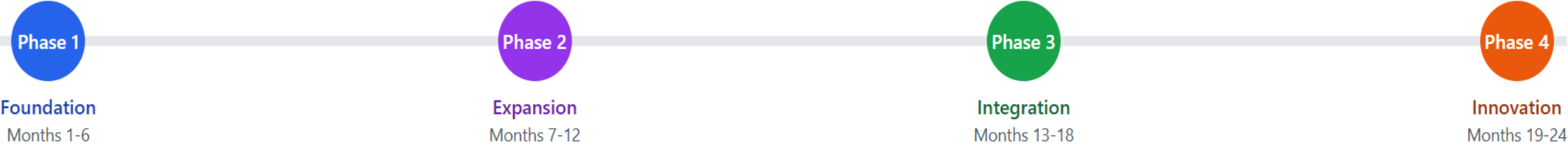Community building features

⚡ Operational Transformation

Digital-first supply chain

Flexible fulfillment options

Dark kitchen implementation

Autonomous operations

▤ Strategic Partnership Ecosystem

Technology integration partners

Entertainment & lifestyle partnerships

Local supplier network

Open API ecosystem
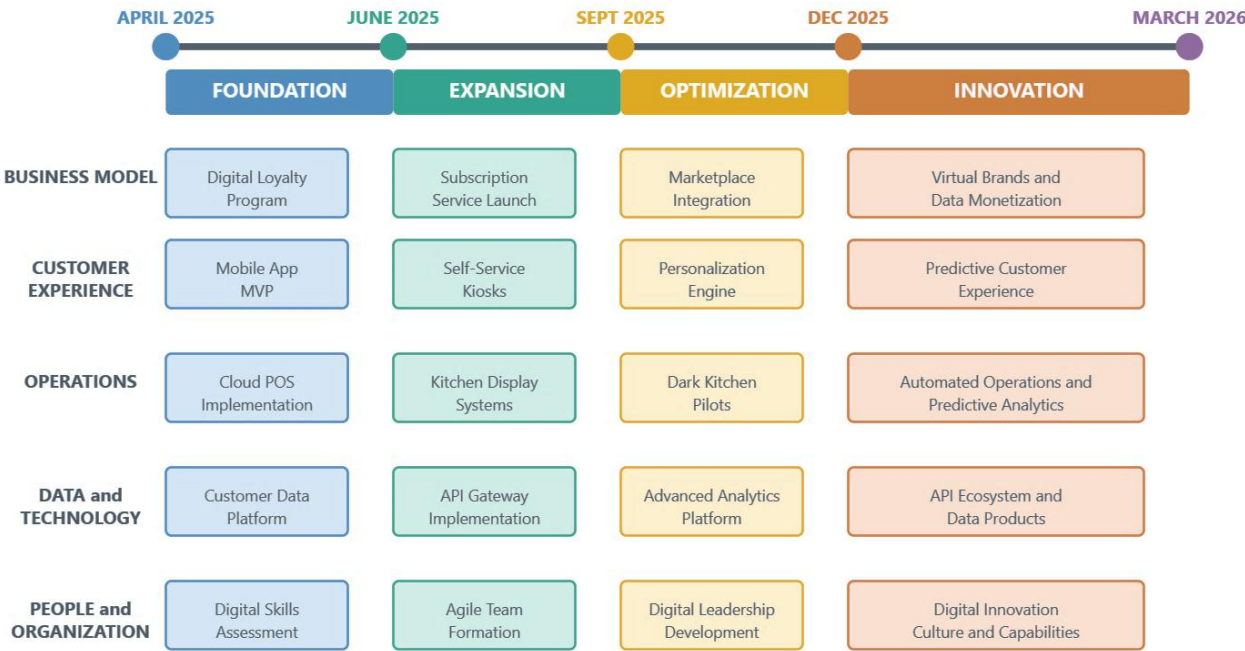
IMPLEMENTATION ROADMAP

24-month phased approach

Phase 1

Foundation
Months 1-6

Phase 2

Expansion
Months 7-12

Phase 3

Integration
Months 13-18

Phase 4

Innovation
Months 19-24

Key Milestones

Mobile app redesign
Month 3

Subscription launch
Month 9

Marketplace platform
Month 15

Autonomous operations
Month 22

TRANSFORMATION JOURNEY ROADMAP

DR. BURGER DIGITAL TRANSFORMATION ROADMAP

	APRIL 2025	JUNE 2025	SEPT 2025	DEC 2025	MARCH 2026
	FOUNDATION	**EXPANSION**	**OPTIMIZATION**	**INNOVATION**	
BUSINESS MODEL	Digital Loyalty Program	Subscription Service Launch	Marketplace Integration	Virtual Brands and Data Monetization	
CUSTOMER EXPERIENCE	Mobile App MVP	Self-Service Kiosks	Personalization Engine	Predictive Customer Experience	
OPERATIONS	Cloud POS Implementation	Kitchen Display Systems	Dark Kitchen Pilots	Automated Operations and Predictive Analytics	
DATA and TECHNOLOGY	Customer Data Platform	API Gateway Implementation	Advanced Analytics Platform	API Ecosystem and Data Products	
PEOPLE and ORGANIZATION	Digital Skills Assessment	Agile Team Formation	Digital Leadership Development	Digital Innovation Culture and Capabilities	

Key Initiatives

- Mobile app redesign with loyalty integration
- API gateway implementation
- Customer data platform
- Real-time inventory tracking
- Digital skills development

Budget Allocation

$3.8M

15% of total budget $3.8M / $26.0M
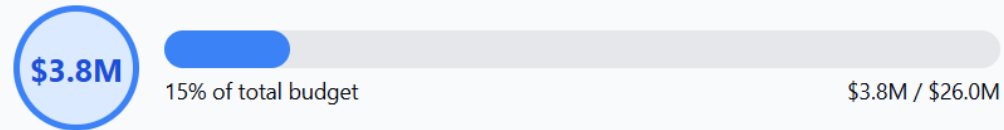
Key Deliverables

30% **Enhanced mobile app**
Improved experience

25% **Digital loyalty program**
Customer adoption

✓ **Centralized customer data platform**
Unified customer view

50% **Digital skills training**
Staff trained

Digital Maturity Progress

End of Phase 1 Target:

Customer Experience   L3

Data & Analytics   L2
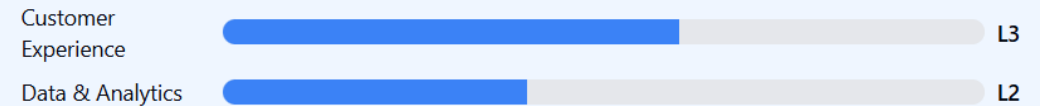
PHASE 1 - FOUNDATION (MONTHS 1-6)

Key Initiatives

- AI-driven personalization engine
- "Dr. Burger Prime" subscription launch
- Flexible fulfillment implementation
- Advanced analytics platform
- Agile organizational scaling

Budget Allocation

$7.2M

28% of total budget $7.2M / $26.0M
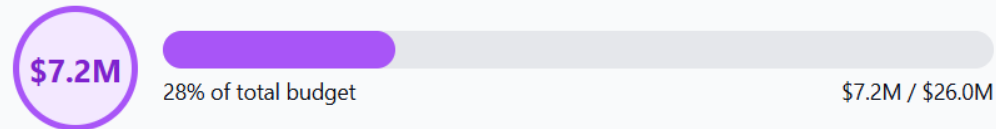
Key Deliverables

20% — **Personalization impact**
Increased conversion

5% — **Subscription service**
Customer adoption

30% — **Multiple fulfillment options**
Wait time reduction

60% — **Analytics platform**
Decision-maker adoption

Digital Maturity Progress

End of Phase 2 Target:

Customer Experience   L3.5

Data & Analytics   L3
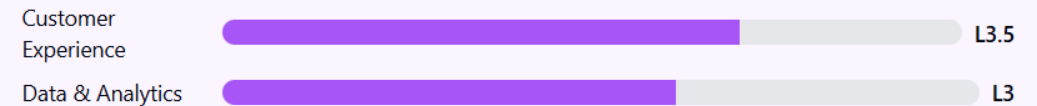
PHASE 2 - EXPANSION (MONTHS 7-12)

Key Initiatives

- Marketplace platform with third-party vendors
- Digital supply chain with blockchain traceability
- Dark kitchen implementation in key markets
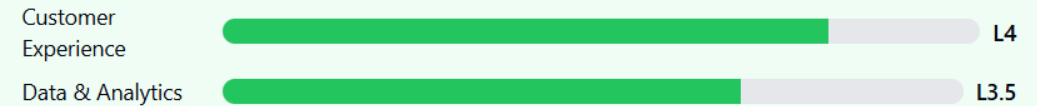- Partner API ecosystem
- Digital-first organizational model
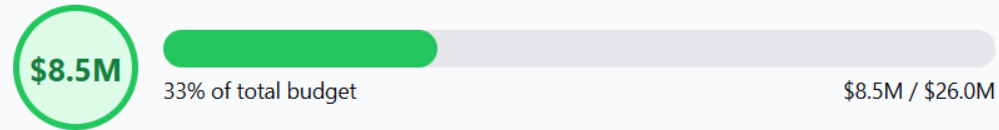
Key Deliverables

8% Marketplace revenue
Of total revenue

40% Dark kitchens
Higher profit margin

✓ End-to-end digital supply chain
Full implementation

15+ External partner integrations
API-driven partnerships

Budget Allocation

$8.5M

33% of total budget $8.5M / $26.0M

Digital Maturity Progress

End of Phase 3 Target:

Customer Experience   L4

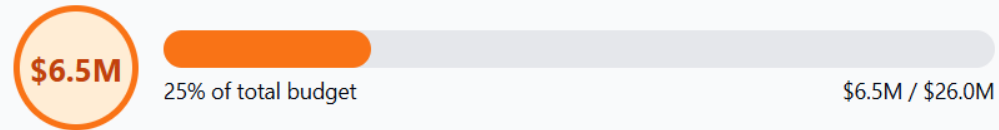Data & Analytics   L3.5

PHASE 3 - INTEGRATION (MONTHS 13-18)

Key Initiatives

- Autonomous kitchen operations
- Edge computing implementation
- Advanced data monetization
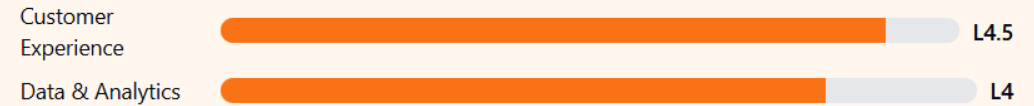- Predictive experience design
- Industry digital leadership

Key Deliverables

50% — **Core kitchen processes**
Automated

3% — **Data products**
Revenue generation

30% — **Predictive experiences**
Satisfaction increase

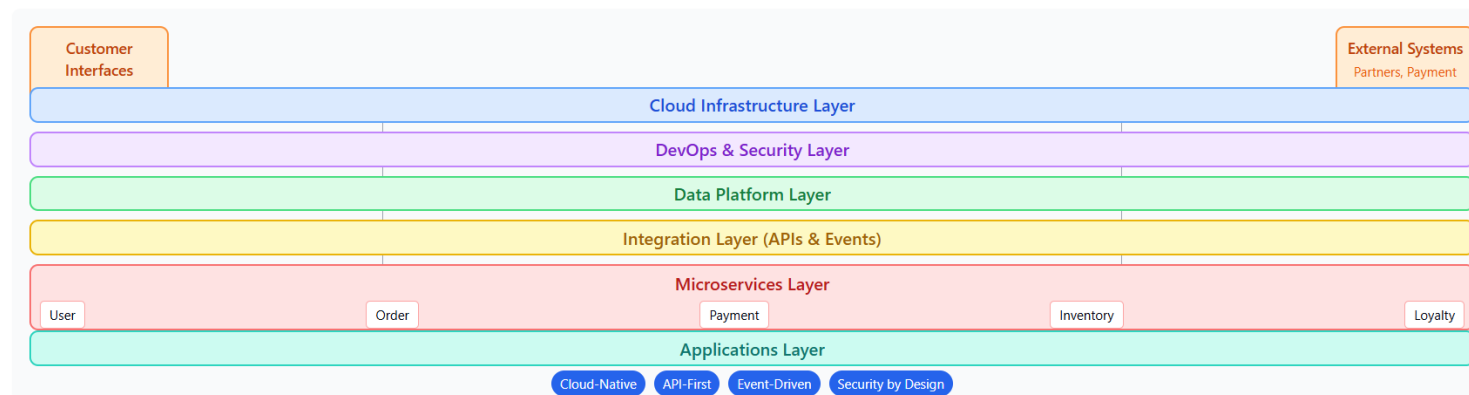✓ — **Industry-recognized position**
Digital leadership

Budget Allocation

$6.5M

25% of total budget $6.5M / $26.0M

Digital Maturity Progress

End of Phase 4 Target:

Customer Experience   L4.5

Data & Analytics   L4

PHASE 4 - INNOVATION (MONTHS 19-24)

TECHNOLOGY ARCHITECTURE

Customer Interfaces				External Systems Partners, Payment

Cloud Infrastructure Layer

DevOps & Security Layer

Data Platform Layer

Integration Layer (APIs & Events)

Microservices Layer

User	Order	Payment	Inventory	Loyalty

Applications Layer

`Cloud-Native` `API-First` `Event-Driven` `Security by Design`
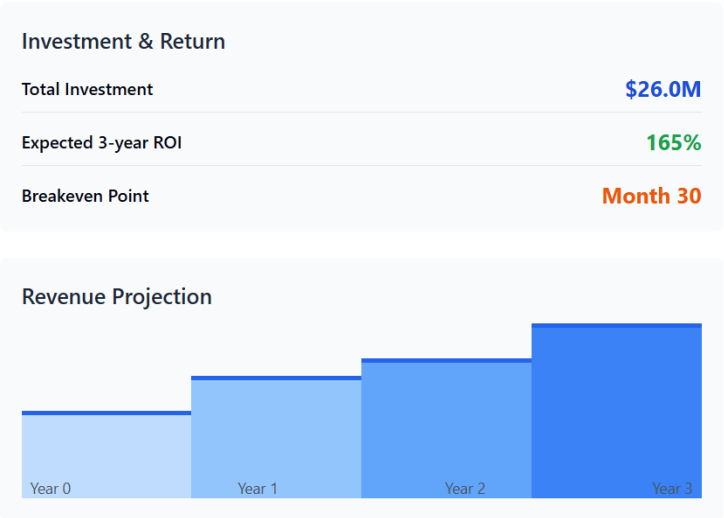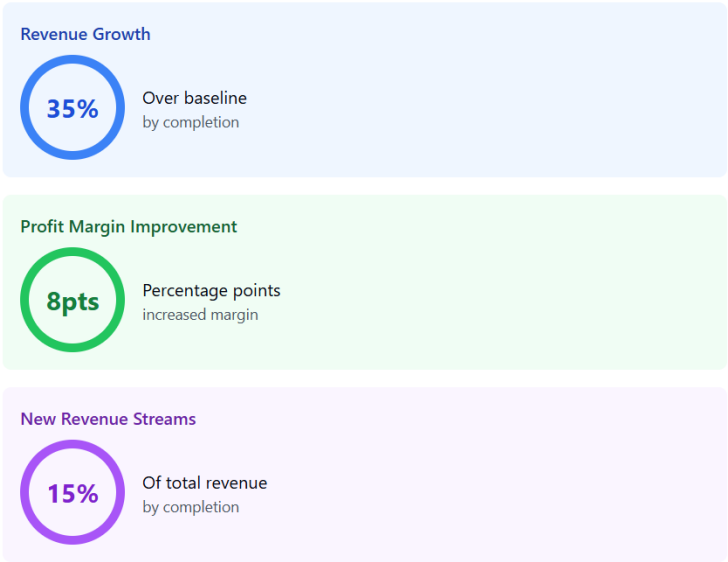
Core Components

- Cloud-native microservices architecture
- API-first integration approach
- Data platform for unified analytics

Key Principles
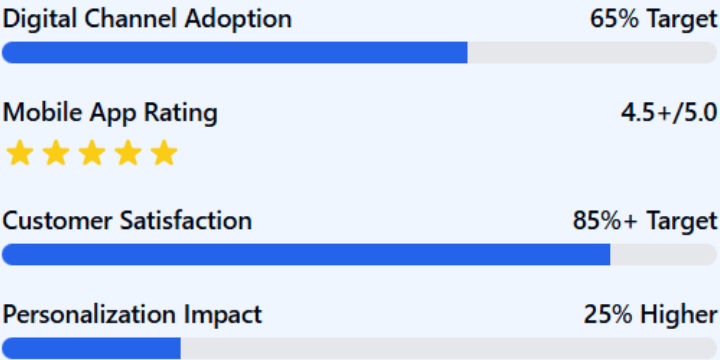
- Security and compliance by design
- Event-driven communication
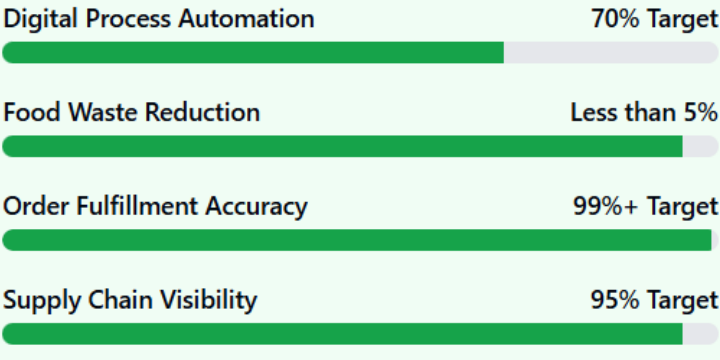- DevOps and continuous delivery

FINANCIAL IMPACT

Revenue Growth

35%

Over baseline
by completion

Profit Margin Improvement

8pts

Percentage points
increased margin

New Revenue Streams

15%

Of total revenue
by completion

Investment & Return

Total Investment	**$26.0M**
Expected 3-year ROI	**165%**
Breakeven Point	**Month 30**

Revenue Projection

Year 0 — Year 1 — Year 2 — Year 3

KEY PERFORMANCE INDICATORS

👥 Customer Experience

Digital Channel Adoption — 65% Target

Mobile App Rating — 4.5+/5.0
⭐⭐⭐⭐⭐

Customer Satisfaction — 85%+ Target

Personalization Impact — 25% Higher

⚡ Operations & Efficiency

Digital Process Automation — 70% Target

Food Waste Reduction — Less than 5%

Order Fulfillment Accuracy — 99%+ Target

Supply Chain Visibility — 95% Target

📊 Digital Business Impact

Digital Channel Revenue — 50%+ Target

New Digital Revenue — 15% Target

Digital Operating Efficiency — 30% Target

Speed to Market — 75% Reduction
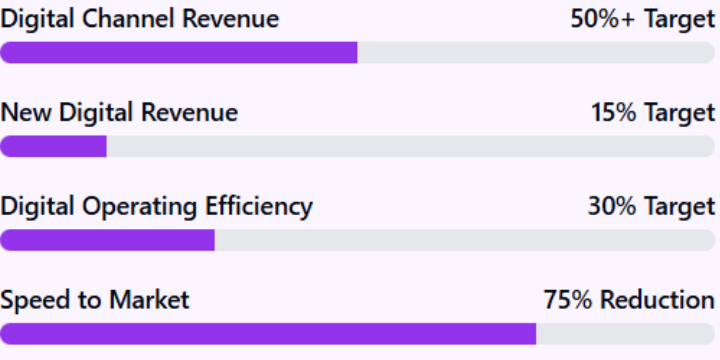
ORGANIZATION & GOVERNANCE

Transformation Office Structure

Executive Steering Committee

Digital Transformation Office

Workstream Teams

Workstream Teams

Workstream Teams
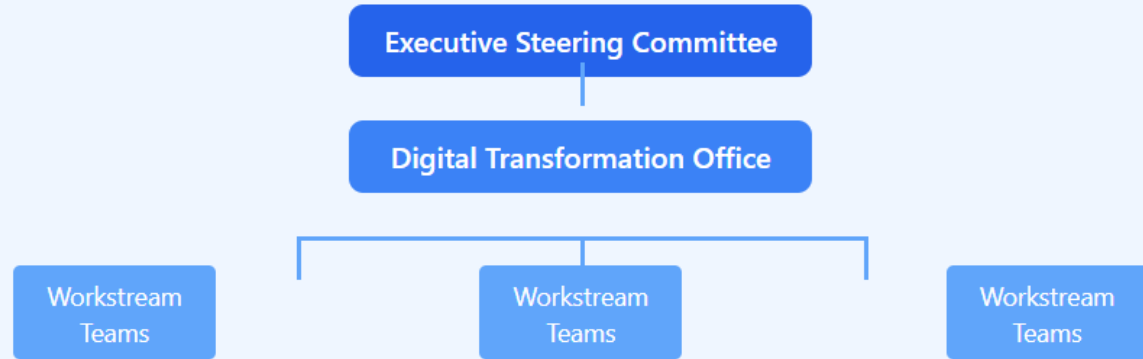
Digital Talent Strategy

New Digital Roles
Product owners, engineers, data scientists

Upskilling Workforce
Digital literacy training program

Agile Ways of Working
Scrum methodology adoption

Leadership Development
Digital transformation coaching

Governance Framework

Decision-Making Framework

Strategic
Steering Committee

Tactical
DTO

Operational
Workstreams

Progress Tracking
- Weekly status reports
- Monthly KPI dashboards
- Quarterly reviews

Risk Management
- Risk register
- Mitigation planning
- Regular assessment

Value Realization
- Benefits tracking
- ROI calculation
- Value reporting

Change Control
- Change request process
- Impact assessment
- Approval workflow

CRITICAL SUCCESS FACTORS

1 Executive Alignment and Sponsorship

- Visible leadership commitment
- Resource prioritization
- Regular executive engagement

2 Organization Change Management

- Comprehensive communication strategy
- Skills development program
- Cultural transformation

3 Technology Foundation

- Scalable, secure architecture
- Data integration and quality
- Technical debt reduction

4 Customer-Centered Approach

- Continuous customer feedback
- Value delivery at each phase
- Experience-led design

5 Agile Implementation

Iterative Approach
Frequent releases with continuous feedback

Adaptability
Responding to changing conditions

Portfolio Management
Balancing quick wins and strategic initiatives

IMPLEMENTATION TIMELINE & NEXT STEPS

Immediate Actions (Next 30 Days)

- Finalize executive sponsorship and governance
- Establish Transformation Office
- Complete detailed planning for Phase 1
- Begin key talent acquisition

90-Day Milestones

- Mobile app development kickoff
- Customer data platform vendor selection
- API gateway implementation started
- Digital skills assessment completed

Approval Request

Executive sponsorship confirmation	Phase 1 budget approval ($3.8M)
Transformation Office establishment	Authority to proceed with hiring plan

THANK YOU

Questions?

We welcome your feedback and questions

Dr. Burger Digital Transformation Team
- Sandipan Ghosh
- Atul Vijay
- Dr Gaurav Taneja
- Subhasish Sinha
- Darpan Sah