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ANSWERING the CALL

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JACK IN THE BOX AND QDOBA RELY ON THE FACILITIES SERVICES CENTER FOR SUPERIOR SUPPORT

It's Friday morning at a Los Angeles Jack in the Box. The Taylor ice cream shake machine that is used to make de making an awful noise, disturbing everyone in the restaurant and loudly announcing an imminent failure.

The restaurant manager called the company's Facilities Services Center in Phoenix to initiate a work order for the sh; secure the special tool needed to fix the problem, which was unacceptable. Leveraging long-term business relatio Center called a Taylor representative in Los Angeles, who had the tool and necessary parts for the vendor to pick up.

Without the staff at the Facilities Services Center, which support all company-owned Jack in the Box restaurants, machine, losing revenue each day.

This is the kind of high-level customer service Jack in the Box delivers to its restaurants every day. Attaining this level

Out of Step

In 2011, to gauge the restaurants' level of service satisfaction, Jack in the Box's facilities services department co regarding facility services was not good. It seemed the Facilities Services Center was not meeting the restaurants' exj

- Not enough communication. When restaurants needed work-order information or updates, restaurant managers wei didn't receive any information or updates unless they called.

- Prioritization. The Facilities Services Center had a list of situations that are considered emergencies. Anything not (often do not fit neatly into these two defined boxes, thus this categorization did not adequately serve the restaurants the most with the inflexibility of this priority list.

- Response times. The Services Center needed to improve its response time to restaurants that were closed due to re completed in a timely manner.

- Availability. On the weekends, the high-volume restaurants did not feel adequately supported by the Facilities Servic

Though this review was disappointing, it served as a catalyst for drastic changes.

"Internally, we had seen so much improvement that previous year that we were surprised and extremely unhappy at Glasser, Facilities Services Center Manager for Jack in the Box. "The comments made it clear that our customers wei

The first step was for the facilities team to modify their approach. They had to view service issues from the resta restaurants needed.

Above and Beyond

After a major overhaul of internal processes, the Facilities Services Center today is in lock step with its restaurant They're working hard to make sure the vendors are performing well, meeting expectations and offering competitive ra

Some of the major improvements include:

- Access to the work order system. The district managers now have access to the web-based work order system an restaurant at any time and anywhere with an Internet connection.

- More authority. The restaurant managers now have the authority to flag any work order as an emergency if the issue

- Improved response times. When a restaurant is closed due to a repair issue, vendors are expected to be immedi Facilities Services Center follows up with the vendor and restaurant manager every hour, 24/7, until the restaurant re-

- Better follow-up. Once a work order is overdue, the staff follows up with the vendor every day it is late until it is comp

- More weekend support. More staff is now on hand at the Facilities Services Center on the weekends to better serve

This year, to further drill in the Facilities Services Center's dedication to its restaurants, the team created a slogan: deserve the very best."

This means the staff isn't afraid to do everything it can to resolve issues for its restaurants.

“There’s no doubt in anyone’s mind that this is important to us,” Glasser said. “This is a priority to us, and we’re going After these changes were implemented, the feedback for the next yearly survey was quite different. This time the input “We conduct yearly surveys with the district managers to make sure we’re still listening to our customers,” Glasser said

Going National

Jack in the Box acquired Qdoba Mexican Grill, an emerging leader in Mexican fast-casual dining, in 2003.

Today, Jack in the Box operates and franchises more than 600 Qdobas in 45 states, the District of Columbia and 21 states.

To address facilities needs, for almost a decade, the two brands operated independently. Jack in the Box employee managed by Jack in the Box’s Facilities Services Center and a web-based work order system.

“We had all different combinations,” Glasser said. “Some regions used mostly internal techs, others used half in vendors.”

Qdoba relied solely upon vendors. When Qdoba facility issues arose, restaurant managers were the ones calling Center, the restaurants had no work-order tracking until a bill was received and did not keep any service histories for 1

“We were missing the reporting and tracking,” said Josh Rains, Facilities Manager for Qdoba Mexican Grill. “We were vendors to keep service histories for us, which creates an obstacle if we ever decided to move away from that vendor because they held all our history.”

For years, Rains and John Lolmaugh, Director of Facilities Services at Jack in the Box, have been comparing a common service platform. Merging two completely different brands under one service platform was no easy task.

These facilities services leaders had to consider their vastly different menus, assets and logistics. The majority standalone, and they incorporate drive-through windows. On the other hand, fast-casual Qdoba restaurants are mostly model. With all the ingredients in plain view, the customers choose the ingredients for their meal, and the orders are a

But despite their differences, they also found similarities.

“When we stepped back and looked at the business of maintenance, we realized we have more similarities than we h

Lolmaugh said. “For example, we have ice machines, holding stations, air conditioning and exhaust systems. They’re the same thing: providing high-level service to a restaurant operator, which allows them to service guests timely equipment malfunctions.”

With this can-do attitude, they were ready to set an integration plan in motion.

“If we stayed status quo, we’d be dealing with the same issues year after year,” Lolmaugh said.

So Happy Together

In 2011, Lolmaugh and Rains began researching various service models to find the best way to integrate the brands as a whole.

“We spent almost two years testing, processing, comparing, benchmarking different programs, including internal and

Jack in the Box decided to transition to a completely outsourced service platform to lower general and administrative the compensation, benefits and liability insurance of an in-house technician staff allows the company to work leaner.

“[With an outsourced platform] we achieved a higher level of control and shopability of services, which allows us to b Lolmaugh said.

In the year that it took to transition Jack in the Box to an all vendor technician work force, the Facilities Services Center Oracle electronic invoice system.

“The Facilities Services Center became a paperless operation,” Glasser said.

The next step was to compare the brands’ asset lists, which revealed that Qdoba has a smaller equipment package integration.

“For example, without a drive-through, we don’t need the radiofrequency and the back-of-the-house communication because our ordering is done face to face with our customers.”

Qdoba’s equipment-troubleshooting manuals were sent to the Facilities Services Center, and the staff was trained as possible, Rains supplied the team with a list of the top three service issues for each piece of equipment, which, he said,

“By the end of this fiscal year, they will know this stuff like the back of their hands,” Rains said.

To streamline service calls and the accounting process, Qdoba also adjusted its three-digit store number format to match

Everything was moving in the right direction, but before the actual integration could happen, the Facilities Services Center made sense logistically and economically for both brands.

In January, the Facilities Services Center began a 90-day test that involved supporting 14 Qdoba restaurants in Denver.

Through great teamwork between the brands, the test proved to be a success even before the testing period was over.

“At the end of three weeks, I was asked by one of the senior vice presidents to put together a rollout plan to integrate the brands. I embraced and appreciated this and got on board with the process.”

During this integration process, Lolmaugh and Rains were cognizant of the fact that changing longstanding business practices knew that when there is an opportunity to improve, one must not be afraid to change in order to open more possibilities.

In the Black

By integrating Qdoba into the Facilities Services Center, the company is estimated to save \$425,000 annually on 100 facility managers to increase the number of restaurants they manage from 80 to 100, which will save additional general

In addition to the cost savings, Qdoba restaurant managers also reap time savings. When issues arise, Qdoba restaurant managers no longer have to find vendors on their own, initiate work orders or follow up with vendors while the Facilities Services Center takes care of this for them, saving the restaurant managers at least one hour per week. Now, that time saving can be

“We are confident that this increased support will help us leverage our facility managers and allow us to expand the number of restaurants we manage,” said Kruger, Qdoba’s Division Vice President of Development and Construction. “We can also further utilize the facility managers by providing them with direct and immediate support, and refining our Preventative Maintenance and Repetitive Services program. Finally, the direct and immediate support from both our field operations team members as well as the facilities managers gives us the ability to do real-time cost and

Qdoba restaurant managers also echo this sentiment.

“Having the support of the Facilities Services Center is great!” said Ray, the manager of Q2065. “It’s hard to estimate the time savings, but the fact that I can make one call to the Facilities Services Center and then I don’t have to worry about following up with the vendor is a great service.”

Lastly, the restaurant managers are working smarter because the Facilities Services Center first helps them troubleshoot requests before initiating a work order and dispatching a vendor.

“We’re no longer wasting service calls on items we can solve by troubleshooting over the phone,” Lolmaugh said. “The vendor’s unit back in. We’re using the vendor’s manpower as intelligently as we’re using ours.”

The Next Level

In May, the company began integrating 350 Qdobas into the Facilities Services Center. This will be completed by July

Once the integration is complete, the Facilities Services Center will support 800 total restaurants with 700 vendors.

Each operations leader will have immediate access to historical data—down to the asset level—be able to integrate the data into the system, which eliminates paperwork by electronically invoicing vendors, and be able to correlate vendor information.

Additionally, the operations leaders now have access to a diverse number of reports. Two of the most useful reports are which assets are draining the most money.

Ultimately, the data allows both brands to make better decisions, ensure uniform vendor usage and achieve competitive

“We can look at our business in any way shape or form,” Rains said. “Our business is forever changing. We’re always

allows us to look at so many different facets and angles.”

Qdoba's future plans for the Facilities Services Center include using them for equipment procurements, possibly sup level of savings in the coming years.

For many in the restaurant industry, this model that leverages a web-based work order system and external technic Most companies today are asked to do more with less, and Jack in the Box has successfully proved it is possible to r higher level of customer service with a limited set of resources.