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SUCCESS STORY  
Nando's







## SNAPSHOT

### Challenges

- Paper-based stock count that can then only be entered manually through a desktop application
- Complete lack of prep, thaw, and production guides unless exported into a excel spreadsheet, requiring further data manipulation
- Inability to make changes to sales forecasting, impacting the ordering process
- Manual cash reconciliation was time-consuming and vulnerable to errors
- An endless paper trail of receipts, checklists, and stock count

### Solutions

- Fourth Inventory for QSR - MacromatiX

### Results

- Engagement transformation across the company, and an intent to carry the approach through post lockdown as the sector gradually returns to the 'new normal'
- 84% of the entire team are now accessing the digital communications
- 60% accessing these multiple times throughout the week

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**N**ando's PERi-PERi came into the market in 1987, born from two Johannesburg locales who met at a humble little eatery for lunch one day. Little did they know that a spice created by the southeast African people centuries ago would change their lives forever. PERi-PERi, also referred to as the African Bird's Eye Chilli gave the two an unforgettable culinary experience that they couldn't wait to share on a global scale. Since its inception, every menu item, logo, and font is built to honor South Africa's roots.

The brand has expanded its footprint and developed new ways to incorporate the spice through the years. "Our loyal customers are looking for the unique flavours of Portuguese flame-grilled chicken, which we marinate in PERi-PERi for a minimum of 24 hours", reported Gavin Kruck, Regional General Manager WA.

Nando's Australia & New Zealand is meticulous about the experience they deliver to their guests in every location. "Australia New Zealand employs 3500+ Nandocas working in 200+ restaurants across ANZ," Gavin added. 'Nandocas' is the term the Nando's team uses to describe their team members. "We pride ourselves on serving an amazing experience for our customers, at our place - or theirs."

## **Outdated Back-office Technology Limits Growth and Scale**

With 1200+ locations worldwide, running consistent operations is critical to upholding the Nando's brand promise they worked so hard to achieve. Ensuring the rapid-growth fast-casual chain could scale seamlessly, the Nando's ANZ team knew they had to simplify their processes without sacrificing the operations' quality. Their current technology systems had significant challenges and gaps and required working with multiple vendors to get the results they needed.

ROOTED IN

**PERI-PERI**



# Nando's





## **GAVIN KRUCK**

*Nando's Regional General Manager WA*

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**“The flexibility of the Fourth project team was incredibly helpful. We were able to maintain our scheduled rollouts for each region, adapting a few timelines as needed.”**


Before partnering with Fourth, Nando's ANZ worked with two separate providers for inventory management and order and receiving. “Even with the additional technology investment, everything was manual - paper-based stock count, cash reconciliations, and pages of checklists,” Gavin shared. With an abundance of paper and a severe lack of reporting, the team could not leverage critical information to improve operational accuracy and identify opportunities to reduce costs.

“There were no prep, thaw, or production guides available. We had to export information into a spreadsheet and manipulate the data to get the information we needed. As we open more Nando's restaurants and customise our ordering to fit that location's traffic, we should have better visibility into our data to forecast those needs. We were not getting that with our previous back-office technology provider. Making any changes to the sales forecast was difficult, which inevitably impacted the accuracy of our ordering,” Gavin described.

## **24 Years of Peri-Peri**

Nando's ANZ set out to simplify all areas of the business - from people to product to operations. They looked for a technology partner that could provide a scalable and reliable infrastructure and modern applications that would empower management to manage performance from store-to-store. They selected MacromatiX, Fourth's back-office solution, specifically built to support large multinational brands who want to centralise and automate the inventory and procurement process.





“COVID hit at the beginning of our implementation and training phase of the MacromatiX rollout. After one face-to-face training session in WA, we moved all future training and implementation to virtual-only,” noted Gavin. Due to the inability to travel interstate, the Fourth team provided the support needed to maintain the rollout schedule by adapting the training process and delivering remotely. “The flexibility of the Fourth project team was incredibly helpful. We were able to maintain our scheduled rollouts for each region, adapting a few timelines as needed.”

In a time where most fast-casual, to-go, and delivery operations were experiencing an influx of traffic, the implementation process had to be swift and impactful. “The product training was amazing. Each region experienced a structured and effective implementation,” Gavin said.

## Back-office Technology Built for Scale

From purchasing inventory to guest transactions, Nando’s ANZ has gained control of every aspect of inventory management. By adopting a centralised back-office system built for growing fast-casual and QSR brands, Gavin and team have been able to reach their operations objectives. “After one year of working with the Fourth team, MacromatiX has made the job role of managers much easier than ever before. We are saving hours of labour by moving tedious, manual processes to automated workflows. By freeing up managers to operate more efficiently, we can reinvest time and resources in our customer experience.”

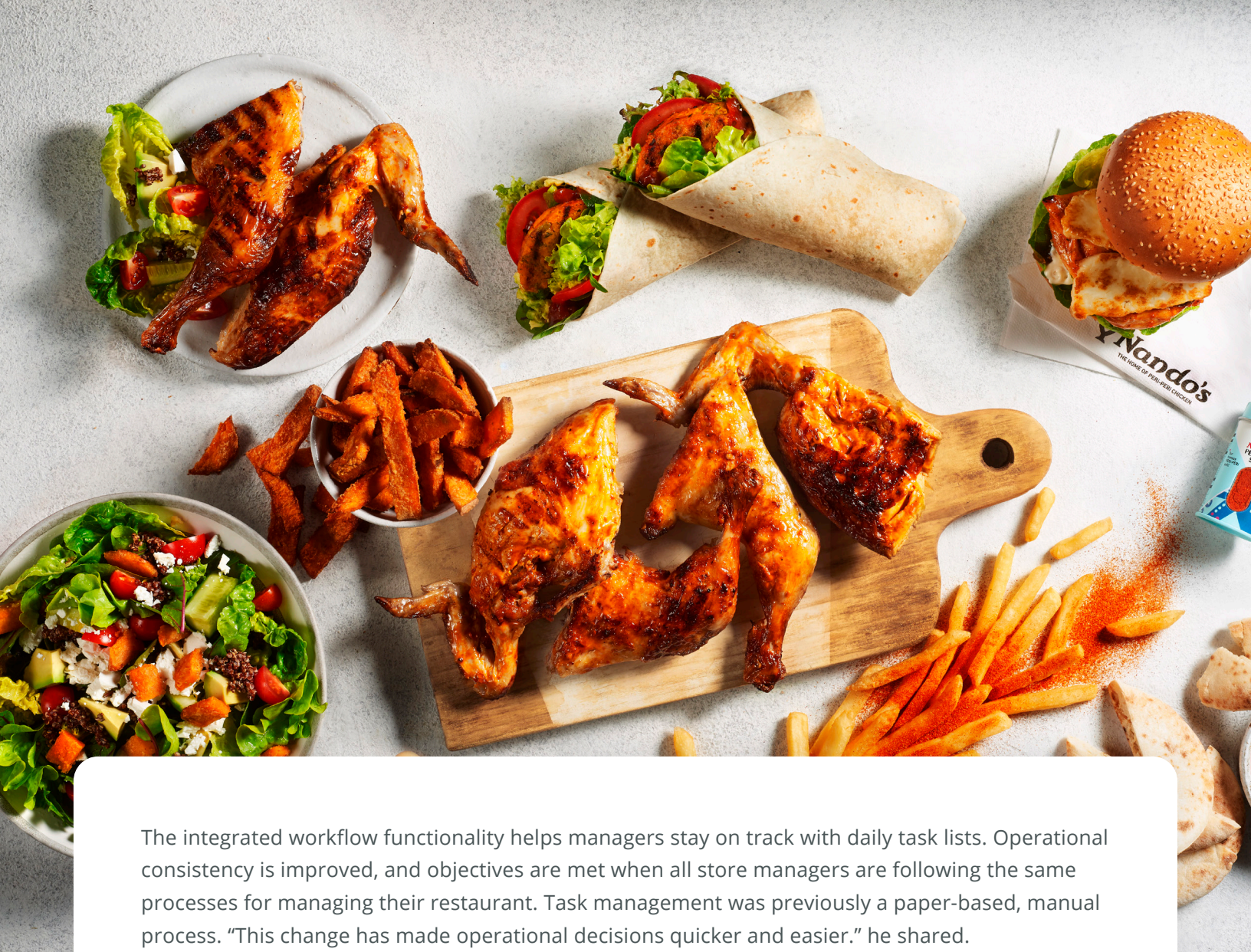
Fourth’s mobile-enabled solution enables teams to count fast, easy and accurately.

When selecting a back-office provider, Nando’s needed a partner to help drive their specific business objectives. Fourth worked with Gavin and the team to optimise the solution to fit Nando’s ANZ operational needs. “The Fourth team has been very accepting of suggested changes from us, helping the team maximise usage of the tool. Product adoption is key to seeing results, and in 12 short months, we have seen benefits in food and labour costs due to our relationship with Fourth,” Gavin reported.

Analysing store performance had previously been a challenge, with disjointed partnerships and poor reporting. After making a move to Fourth, Nando’s ANZ leaders gained clear visibility into their data in real-time. “MacromatiX has given Nando’s ANZ more visibility than we have ever had with prior back-office solutions. Decisions around inventory in the past were difficult and dependent on sales data rather than stock on hand. Nando’s can now manage inventory in real time and make quick adjustments when needed to impact our costs, the reduction in time for processes like ordering, receiving, and counting stock is saving countless hours in our restaurants”.

“The real-time production dashboard was a key component of the solution that helped improve our restaurant operations for managing prep, thaw and production based on the system forecast rather than data manipulation and excel sheets for each restaurant” according to Gavin.





The integrated workflow functionality helps managers stay on track with daily task lists. Operational consistency is improved, and objectives are met when all store managers are following the same processes for managing their restaurant. Task management was previously a paper-based, manual process. "This change has made operational decisions quicker and easier," he shared.

The dashboard and reports give our restaurant and area managers direct access to financial & inventory information in real time along with the ability to complete analytics on the data.

## Partnership in a Disrupted Environment

The Nando's values: pride, passion, courage, integrity, family are woven throughout every region, menu item, team interaction, and process they have. Selecting a partner that fits those values and provides the support and tools needed to uphold the brand's unique approach to operations was essential in choosing a new back office.

"Within a year, Fourth has already been very advantageous to our business. I would recommend the platform to others in the industry looking to drive efficiencies and control food and labour costs."



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