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CS-24-017
April 2024

KFC UK & Ireland Case B: Technology and Project Choices

Through multiple stakeholder interviews and observations made during his induction period, Jatin realised that numerous opportunities existed for technology interventions to improve franchisees' financial performance. Specifically, these were attaining better customer experience and widespread use of data-led analytics to guide franchisees' actions; be they related to external customer engagement or internal restaurant operations. As a step forward towards tapping into these opportunities, Jatin believed the team needed to construct a coherent approach towards data management. Moreover, facing different technology options for different business settings, they should develop a business-process-based framework to evaluate the business impact of different technology adoption options.

Constructing a coherent approach towards data management and its utilisation

Jatin was quick to realise that KFC outlets offered immense potential to capture data which, in turn, could be leveraged to derive 'the next best action' for multiple aspects of outlet operations. However, the current data management approach was not best placed to achieve this potential. It required a revamp, including a rethink on the following aspects.

Breaking the data silo for improved analytics

In the current implementation there were multiple "systems of record" (such as source systems, on-premise data warehouse, customer data repository, etc.) to store data; perhaps an artefact of the siloed approach to data storage. This led to data duplication and a lack of a single validated data view that could be fed to analytics engines for insight generation. Another limitation of the current analytics approach was that teams make sporadic efforts to glean insights from data; i.e., insight generation was achieved more on an ad-hoc basis rather than as an outcome of a streamlined, well-oiled data science engine.

Infrastructure choice for data-application development and deployment

The technology team had executed projects in environments supported by both KFC-owned data centres and Cloud providers such as AWS. To meet the business priorities of faster growth, search of products for data monetisation and a change in the perception of middle-aged persona, Jatin was clear that he needed an environment for faster innovation. Furthermore, the environment should be able to respond to unpredictable demand and meet the hard constraint of limited upfront funding for any project.

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