



“Quality information leads to better business outcomes, which drives reliability, leading to more uptime and more satisfied customers.”

Doug Baker  
Head of IT  
McDonald's UK

Together McDonald's and Fujitsu have developed the CARE programme – a team of dedicated engineers who proactively support each restaurant to increase uptime.

#### At a glance

Country: United Kingdom  
Industry: Hospitality  
Founded: 1974  
Employees: 110,000  
Website: [www.mcdonalds.co.uk](http://www.mcdonalds.co.uk)

#### Challenge

With the significant increase of technology in its restaurants, McDonald's needed to put in place a new way of thinking with its support model that would better support the restaurants to help themselves and proactively address issues through a more dedicated programme of maintenance and education.

#### Solution

McDonald's worked closely with Fujitsu to re-design and enhance the CARE programme it had in place with another customer, which sees ten dedicated engineers each assigned to a number of restaurants. Through regular preventative visits and knowledge sharing, the engineers can anticipate and stop problems more effectively.

#### Benefit

- The contract is more flexible, with fewer fixed five year terms so it can change as needs evolve
- Highly trained CARE engineering team can fix items before they become incidents logged
- CARE will reduce costs while increasing reliability and uptime
- Issues are resolved through engineers visiting the same restaurants, gaining and sharing knowledge

## Customer

McDonald's has more than 1,250 restaurants in the UK and employs around 110,000 people who work together to deliver the high quality food and service that its customers know and trust. As a franchising organisation, around 70 per cent of its restaurants in the UK are owned and operated by local businessmen and women, together serving millions of customers every week.

## Products and services

- FUJITSU CARE programme
- Managed maintenance

## Challenge

In 2011, McDonald's UK decided to simplify its onsite maintenance and support. Following an RFP, it chose Fujitsu to provide a standard break/fix service thanks to the capability demonstrated and the cost-effective model. However, in the intervening years, the company's business has evolved and its support requirements have matured.

"Our business has changed significantly with a significant increase in our use of technology; that meant that the old contract and ways of working needed to evolve," explains Doug Baker, Head of IT, McDonald's UK. "We have around four times as much technology in-store, including increased customer facing technologies, which means our reliance on IT is much greater and the need for maximum uptime is even more critical."

McDonald's wanted to design a more agile and proactive way of managing its infrastructure instead of simply responding when things go wrong and incidents arise. The McDonald's team sat down with the Fujitsu team and together they developed a personalised service rather than the one-size-fits-all approach that was previously in place.

"We need to address new market challenges and so we needed a flexible contract that would enable our relationship with Fujitsu to evolve in response to these demands," adds Doug Baker. "Key to this was establishing a more personalised engagement with the franchisees who make up over 70 per cent of our UK estate."

## Solution

The McDonald's team collaborated with Fujitsu engineers and solution designers over a series of workshops to identify key learnings from the past four years and to identify how the company could best drive down the call volume. After 12 months of careful research and planning, Fujitsu and McDonald's launched the CARE (Customer Aligned Regional Engineering) programme.

"The idea was to implement a flying squad of engineers specifically trained in our technology and dedicated to supporting our estate," continues Doug Baker. "By building close relationships with restaurants and franchisees, each engineer can be better positioned to anticipate problems rather than react to them."

Each of the ten engineers is assigned to a region and is expected to conduct a review of each restaurant at least twice a year. This will enable them to assess onsite equipment and stock levels, undertake training with staff and analyse incident root causes.



Fujitsu has also recreated two 'live' restaurant environments in its offices in Stevenage, which are fully functioning, as well as building a bespoke McDonald's app for the CARE team.

"CARE is all about being proactive through preventative maintenance, training and education within the framework of a flexible contract that can change to meet our needs as they develop," says Doug Baker. "It's a much more organic approach to problem-solving that promises to help all our stores run more smoothly."

## Benefit

The principle advantage of the CARE programme is that it enables the McDonald's team to get much closer to the reality of how each restaurant is managed. Clearer operational information from the CARE engineers thus ensures smarter overall business decisions can be made.

"It's giving us a joined-up view of the estate so we know, for example, exactly how many spare pieces of kit each restaurant should have based on size and footfall," comments Doug Baker. "That way we are anticipating and mitigating against hardware failure."

This new direct line of communication between the CARE team and each restaurant means that it has become much easier to share best practice. For example, when one particular printer continually broke down and was facing replacement, the CARE engineer pointed out that it simply needed to be moved further away from the fryer, based on prior knowledge from another site.

"Quality information leads to better business outcomes, which drives reliability, leading to more uptime and more satisfied customers," says Doug Baker. "CARE allows us to predict and resolve issues more effectively as well as giving us the ability to test new kit through the lens of real experience in Stevenage."

CARE has only recently launched but already the response from owners and franchisees has been impressively positive. Initial feedback suggests that already the CARE engineers are resolving long-standing issues and helping restaurants operate more efficiently.

"CARE is providing a flexible yet dedicated team of engineers that can help us predict problems before they arise and so avoid downtime in-store," concludes Doug Baker. "As the needs of the business evolve we will be able to constantly tailor the CARE programme to meet them."

## FUJITSU

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