



Shift Readiness  
Makes Good

Restaurants  
Great

ZAXBY'S



OpsAnalitica

# Shift Readiness Makes Good Restaurants Great

*We want to be habitually brilliant at the basics. If we do ....  
we will blow the competition out of the water.*

Darrin White

The BEC Group is multi-unit Zaxby's franchisee, operating 14 units in South Carolina and Kansas that seems to manage the impossible: A great reputation and successful operations with a lean management staff.

If you aren't familiar with Zaxby's yet, they are a chicken restaurant concept that specialize in wings, tenders, sandwiches and salads. They are quick service restaurants and they have drive thru's as well as dining areas.



In about 20 years Zaxby's has grown from one unit to over 700. Zaxby's has some of the highest AUV's in the industry with an average sales per store of \$1.5 to 2 million per year. Needless to say, these are high volume restaurants as many of the BEC Group's restaurant well exceed the average AUV.

## **Getting started with OpsAnalitica**

The BEC Group started with OpsAnalitica in May of 2016. They started with a 3 store pilot and ramped up to using the platform in all of their restaurants in December of 2016. During their pilot period they brought in their first district managers and started their expansion into the Kansas market.

As Zaxby's franchisees, BEC Group gets all of their standard operating procedures, checklists, and logs from corporate. In the BEC Group's case they had to figure out which systems drove the most value operationally and would get the restaurants 100% client ready each shift. They decided correctly to focus on the checklists that would ensure the restaurants were clean, inviting, all stations were fully stocked, and that ensured their food was safe and delicious for guests.

BEC Group managers are scheduled to complete 8 different checklists, tasks, and logs throughout each day.

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**Doug, BEC Group COO,**  
**attributes the savings to doing**  
**a better job operationally**  
**driven by the OpsAnalytica**  
**Platform.**

**The key to running successful**  
**operations is holding your**  
**team accountable in real-time**  
**to following your procedures**

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The location managers and teams focus each set-up period on making sure the restaurants are fully stocked and ready for guests so that they have everything they need for the rush. They do this by executing checklist and tasks that are scheduled out at intervals throughout the day and can be accessed with one click right off of the daily schedule on the OpsAnalytica app.

The system alerts managers when restaurants are late completing tasks or if critical food safety violations are identified. These alerts give real-time visibility to management and make it easy to see what is happening in the restaurants. The alerts also ensure that an issue that is taking place at a specific restaurant is not lost in the shuffle.

The most important thing the OpsAnalytica Platform provides the BEC Group is an easy way to hold their teams accountable to executing their procedures on a shift-by-shift location-by-location basis.

### **The Numbers**

The BEC Group analyzed their sales, costs, and KPI numbers for all locations over the 20 months that they have been our clients. In the next sections we are going to break down where they saw operations improvements during their optimal usage period on the platform. Restaurants are complex operations that have many levers that are being pulled simultaneously, and we did our best to account for any issues that may have changed operationally in addition to using the OpsAnalytica Platform as it is intended to be used.

## Food Cost

The biggest financial driver we saw in our data was an average 1.2% reduction in food cost. Doug, BEC Group COO, attributes the savings to doing a better job operationally driven by the App.

When people aren't following our procedures or pencil whipping them, we as operators are losing money because our employees are doing what is easiest for them and not necessarily what is best for the business.

Food cost management is about the little things, it is about tasting and freshness (FIFO), portion control and making sure your product is safe and right for your customers. This doesn't just happen, you have to actively manage this part of your operations, which is your product. The OpsAnalitica App drives this by requiring managers to look at the most important things every shift and the platform holds your managers and teams accountable to follow your systems accurately and consistently.

This food cost savings is significant. We shared the food cost savings with a client and he couldn't get over the reduction. He runs 9 Sonics and he stated "I challenge any restaurant manager to find 1.2% cost reduction, they can't do it, because it is that hard to achieve."

This savings is even more pronounced with BEC Group because they aren't a full service restaurant that is prepping all of their food items, this is a highly systematized menu where they are buying their ingredients prepared and ready to be cooked. They are mostly responsible for freshness and portion control.



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### No More Pencil Whipping

If we are all honest with ourselves we know that our teams are pencil whipping at best and not completing our checklists at worst. We asked a group of over 100 owners and operators "are your teams completing your checklists accurately?" 94% said their teams weren't.

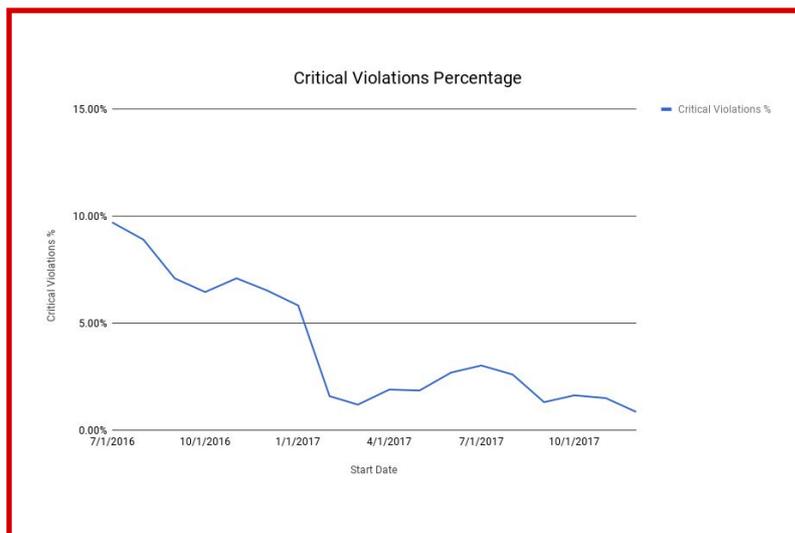
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One other thing, they opened two new units during this optimal period. Their food cost savings over the 10 month period for their 14 locations was a little over \$307,000. With an average per unit savings of \$2,194 a month. \$2,200 a month in food cost savings equates to a 4,389% return on investment monthly.



### Critical Violations %

We calculate Critical Violations % in the following manner: The system can designate any question as a critical. You can have a brand standard question tagged as a critical but for this analysis we only looked at food safety issues with a not safe response.



The critical violations % was the total number of critical food safety violations recorded divided by total number of critical food safety questions asked. The average Critical Violation Percentage was reduced by 55% during BEC Group's optimal OpsAnalitica usage period.

As you can see in the chart, when people first start on the system they usually start out

with a high percentage of critical violations that reduce over time. Another interesting thing is that this chart follows a pattern that we've seen over and over again when looking at critical violations from other clients. The big question is why?

We know this sounds a little crazy, when people start using the OpsAnalitica Platform it is the first time that they are really executing their checks accurately.

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Not to be too cliché but the definition of insanity is doing the same thing over and over expecting a different result. The restaurant industry has taken that to a new level because we invest literally millions of dollars in training and creating procedures and don't hold anyone accountable to using them. We know the best way to run our restaurants and work so hard to figure it out, document it, train our teams on how to execute it, but don't hold them responsible for actually executing it, and it only hurts ourselves in lower sales, lower profits, and lower guest satisfaction.

Here is what is happening when clients start using the OpsAnalitica Platform:

1. People are actually completing their tasks accurately, many for the first time.
2. The system is prompting them for comments and/or photos when there are issues
  - a) critical violations are creating alerts that go to management driving accountability.
  - b) Scores get lowered with each violation.
3. Management at all levels are identifying issues and they are solving those issues. Over time critical violations as a percentage go down and as long as the restaurants are consistently completing their procedures they stay down.

There is more proof that our teams aren't following our shift readiness procedures accurately. We load our client's checks into our system, these are the same tasks that our client's teams are supposed to be doing every day. If they were doing them accurately before using OpsAnalitica, we wouldn't see a spike in critical violations when they start with the platform.

Our client's teams would have addressed all of these issues and we would have started at the tail end of the chart but we see the spike over and over again.

OpsAnalitica is a shift readiness platform but what really do is hold people accountable to doing what they are supposed to do and make the data they capture available to the organization.

### **Sales & Productivity**

During our client's optimal usage period we saw two other positive financial measures. Sales were up .71% on average per unit. This equated to about a \$1,360 a month increase in sales. That \$1,300 amount is significant for franchisors who are wanting more control of their restaurants, at 7% franchise fee percentage, the franchisor would generate \$95.20 in revenue per month from the sales increase, more than enough to pay for the software and make a nice ROI. You would also earn additional Ad Fund money.

Another measure that increased was productivity. Which is labor hours divided by sales. This measure increased on average by 1.1%.

Both of these stats show that the restaurants were operating better during their optimal period then they were when they weren't using the program. We attribute these increases in sales and productivity to running better operations at the restaurant level. Being shift ready, safe, and ready to impress guests.

### **Controlling what you can Control and Inspecting what you Expect**

The restaurant industry is in an incredibly tough time period right now. A period where we are seeing more change at a greater rate than we have ever seen before. In the US we are probably at max capacity for restaurants. Dining trends, how people eat, and what they want from us, are changing at a rapid rate, and technology is disrupting every aspect of our business. Add to that wage pressures and a shortage of qualified talent and it is just hard right now. A lot of the things that worked 10 years ago don't work anymore, just ask bar and grills.

In times like these we must double down on controlling what we can control. You can't make your state not raise the minimum wage but you can run the best restaurant you can inside your four walls and that starts by being 100% ready for guests every shift.

Invest in systems that allow each shift to be run at its best every day at every location.



The OpsAnalitica Platform can be a vital part of your plan to control what you can control. It was designed to help you hold your managers accountable to following your systems and to give you unprecedented access to operations data to help you make better data driven decisions

### **About OpsAnalitica**

OpsAnalitica is a mobile shift readiness, accountability management, and analytics platform focused on the food-service industry. OpsAnalitica helps our clients collect and manage their operations data, drive franchisee and manager accountability, maximize field team effectiveness, and ultimately use data to run more profitable operations.

OpsAnalitica company is unique to the landscape of restaurant management solutions because OpsAnalitica was created by restaurateurs with decades of experience at every level of the restaurant business. Learn more: [www.opsanalitica.com](http://www.opsanalitica.com).

*Conducting Daily Checklists Produces Results*