

By revamping training + improving morning service, Wendy's earns a seat at the breakfast table



Situation

After more than a year of piloting their new breakfast menu at select locations, Wendy's was gearing up for a nationwide rollout in March 2020—coinciding with the onset of the COVID-19 pandemic. To help manage the operational complexity of a new daypart amid unprecedented circumstances, the QSR brand worked with their SMG team to add breakfast questions to the CX survey, create a breakfast-specific reporting dashboard for real-time tracking at the executive level, and deploy a required “breakfast team” training certification for front-line teams.



Insight

SMG's QSR benchmarks revealed Wendy's was competing well alongside brands with more established breakfast offerings, and initial financial linkage analysis showed strong breakfast performance led to higher comp sales at the restaurant level.

After identifying frequently ordered, low-performing breakfast items through product-level analysis, the team used text analytics to dig into customer comments and highlight ingredients being mentioned negatively. With off-premise orders high due to the pandemic, weekly reports showed inconsistency in key drivers across the enterprise—so Wendy's quickly focused on driving improvement at low-performing locations.

Action

01 | Established the Low Performance Challenge Team with 70 bottom-performing locations, tasking them with improving breakfast key drivers (i.e., accuracy, taste, speed)

02 | Revisited the training certification process in test market + reinforced compliance expectations at lowest-performing locations

03 | Planned to implement same strategy for all bottom-performers in 2021

Results

+ **4** ppts

Breakfast Overall Satisfaction (with top-performing locations having higher training completion rates)

+ **5** ppts

Likelihood to Order Item Again

+ **8** %

Total sales

“We came into the morning daypart as an underdog, and we launched it in the midst of COVID. And yet here we are, less than a year into it, and we're matching competitors that have been in the market for 50 years.”

CARL LOREDO, WENDY'S CMO



This Top Partnership Insight was awarded to Wendy's in 2021