

# Enabling O2O, online-to-offline, ordering for a QSR major

How Saras conceptualized the implementation of an 'O2O' strategy for a leading QSR brand in the middle of COVID-19



# Highlights



**\$30K+**

In revenue within  
2 months



**15%**

Share of in-store  
sales



**5X**

Increase in pickup  
orders



**30%**

More AOV than  
usual

## Context

The onset of the COVID-19 landed a heavy blow to food & beverages industry across the world.

While different countries eventually figured out different strategies to deal with the situation, the primary response of lockdown across geographies brought the F&B businesses to a grinding halt.

Although restrictions have been relaxed in a phased manner, customers remain wary of stepping out.

This is reflected in the number of physical dine-in orders which are a far cry from the pre-pandemic figures.

In such a scenario, the onus also lies on restaurants to assuage customer concerns and assure them that all the necessary precautions are being taken care of to prepare their food in a safe environment.

A key manifestation of this resolve has to be minimization of contact between customers and store personnel across the purchase journey and enabling customers to place orders without necessarily having to walk up to the counter to do so.

This challenge involves, reimagining the entire journey of food ordering from a scratch.

A leading QSR brand with extensive presence in the Middle East sought to reinvent the process of food ordering and handover powered through QR code enabled experiences.

As their digital and analytics partner, Saras helped them in not just getting the ball rolling on this one of a kind ordering experience but also instituting the necessary analytics processes to ensure QR code based ordering becomes sustainable and the preferred choice for customers.

## The Problem & Objectives

### The Problem

- Getting buy-in across teams like Operations, IT, Marketing etc. which are inclined to existing ways of working
- Non-existent processes of tracking and performance analytics of the QR code ordering journey
- Quick turnaround of new features & improvements to bring QR ordering at par with the rest of the order modes
- Legacy websites providing limited flexibility for platform level changes
- Retraining restaurant personnel and instituting new SOPs
- Educating customers on a new mode of order placement and collection

### Objectives

- Provide a smooth, seamless and safe alternative of ordering food which convinces customers to come back to the store
- Increase in-store orders & sales by supplementing existing order channels with new order modes such as QR enabled curbside ordering, pick-up, dine-in etc.
- Increase the share of business being brought in by new order modes as a part of the overall business being done by the store
- Set-up and stabilize the required analytics related changes to effectively monitor user behaviour and carry out subsequent improvements

## How Saras helped?

- We quickly conceptualized an MVP user journey as a blend of existing flow on the website/app along with benchmarking from players who have implemented QR enabled ordering in the past
- We coordinated with design and engineering to set up an elementary QR enabled ordering process flow
- Parallely we also liaised with Brand and Operations team to bring them onboard and pilot the solution on a carefully selected set of stores
- Organized necessary training for restaurant personnel and conceptualized marketing collateral to generate awareness regarding a new mode of ordering available
- Piloted the solution across selected stores and collected user feedback from customers visiting the stores
- As a part of post-launch 'hypercare', instituted a daily cadence of analysis to keep a close eye on performance metrics and quick solutions to resolve any red flags
- Undertook UI changes in a staggered manner to successively improve the user journey
- Crafted leadership communication to bring attention and awareness among the necessary stakeholders with regards to this novel mode of order placement

## How we made a difference?

- We were able to clock revenues to the tune of \$30K+ only from QR codes within a period of two months
- QR code enabled order modes such as pick-up, curbside, drive-through and dine-in came to occupy 15% of in-store sales
- Pick-up as an order mode grew 5X in order volumes since the introduction of QR code enabled ordering
- Through a variety of measures, the average order value of QR code orders was brought to be 30% more than non-QR code orders

## Learnings & Takeaways

- Customers can be hesitant in trying out something new which requires them to alter their behaviour significantly
- This behaviour change either needs to be incentivized appropriately (through discounts, cashbacks, free food etc.) or broken down into bite sized dozes to bring about incremental changes
- Once a degree of affinity and reliability towards the new journey has been created, brands must work proactively to improve and exceed customer expectations in terms of overall experience
- Customers can feel alienated & confused with multiple modes of ordering present if the ordering experience is inconsistent with what customers already know. An effort should be made in the direction to reduce confusion and breed familiarity in the mind of the customer with respect to the overall experience with the brand

## The Road Ahead

- After having successfully piloted the solution across selected stores, the brand is looking for a phased expansion of the solution across the rest of the stores and other geographies
- The brand now understands and appreciates the importance of O2O ordering and setting up the necessary processes for consolidated data capturing to avoid getting a different picture from different sources
- Given that the journey is still very nascent in comparison to its more mature counterparts, Saras is working proactively with the brand to run AB experiments and instituting other changes which enhances the overall experience for the customer

Liked Our Approach

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Saras Analytics takes its name from the Sanskrit word for crane. The crane is a venerated species according to Indian mythology. It can fly at high altitudes, can migrate to different continents and adapt, it is dynamic, nimble, and a great team player; given its ability to fly in formations across a great distance. All of these qualities like strength, flexibility, adaptability, and the ability to be dynamic, are what we strive to achieve at Saras Analytics.

True to our name, we set ourselves lofty targets and work hard to achieve them as a team. We work across borders, and are nimble and flexible in the pursuit of achieving our major goal, that is to make our customers successful.



**SHAMEKH**  
Business Analyst

**Shamekh:** Shamekh is a Business Analyst with the Consulting practice at Saras. He brings an acute understanding of descriptive dashboarding and app analytics through his exposure to food-tech and e-commerce.



**GAURAV SETH**  
Product Analyst

**Gaurav Seth:** Gaurav is a Product Analyst with the Consulting practice at Saras. His experience in customer analytics and command over Google Analytics brings a unique perspective to conceptualizing user journeys and empathizing with customer problems.



**ANKUR AGNIHOTRI**  
Product Manager

**Ankur Agnihotri:** Ankur is a Product Manager with the Consulting practice at Saras. His stints across management consulting & with consumer internet firms enable him to bring a flavour of analytics, leading industry trends and user research.

## FOR MORE INFORMATION



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