Case Study: International Restaurant Chain

Bloomin' Brands Drives Enterprise-Wide Facilities Management Excellence Across 1,200+ Locations

Highlights

FLEXIBLE, US ENTERPRISE-WIDE FACILITIES STRATEGY with service automation as focal point

STRATEGIC USE OF FACILITIES DATA to drive new initiatives and streamline vendor management

OPEN COMMUNICATIONS AND COLLABORATION with ServiceChannel as the 'right' technology partner

Quantifiable Results

56% REDUCTION IN AVERAGE WORK ORDER RESOLUTION TIME

88% INCREASE IN FIRST-TIME WORK ORDER COMPLETION RATES

66% DECREASE IN NEGATIVE SERVICE PROVIDER FEEDBACK

Customer

One of the world's largest casual dining companies with approximately 100,000 employees and close to 1,500 restaurants throughout 48 states, Puerto Rico, Guam and 20 countries, Bloomin' Brands restaurants include Outback Steakhouse, Carrabba's Italian Grill, Bonefish Grill and Fleming's Prime Steakhouse & Wine Bar.

"We wanted to get from zero to 60 overnight in terms of our 'facilities management evolution.' To achieve this, we needed to work with the right technology partner who would give us the flexibility to grow the business the way we wanted. We found ServiceChannel to be highly collaborative and open to new ideas that can help us grow continuously together.

Also, we liked that they cared about their clients *and* service providers equally."

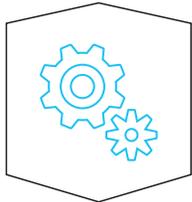*– Jon Ahrendt, Director of Facilities Management, Bloomin' Brands*
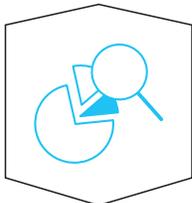

Challenges

Until 2009, Bloomin' Brands used locally driven solutions for facilities management. Facilities repair and maintenance was the purview of each manager resulting in several challenges, particularly given its corporate culture:

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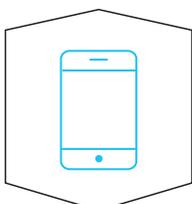
Service Automation

Analytics Custom

Invoice Manager

Contractor Scorecard

Mobile App

➜ Lack of visibility into the scope and spending of service providers responsible for completing work orders

➜ Inconsistent and inefficient vendor management across different locations due to ad hoc nature of sourcing service providers

➜ Inability to generate actionable facilities management information based on key performance indicators for better measurement and control

➜ Legacy CMMS (computerized maintenance management system) was limited in functionality to basic invoice processing and in data classification

➜ Higher costs for repairs and maintenance overall due to ad hoc spending and inconsistent service at individual locations. This limited Bloomin' Brands from taking advantage of volume pricing and other economies of scale benefits generally available to a nationwide chain

Goal

To drive facilities management excellence across all locations, Bloomin' Brands built a strategy to reinforce the company's culture, streamline operations and maintain fiscal discipline. With this in place, Bloomin' Brands focused on hiring the best facilities staff and finding the right technology solution and partner to help deliver specific goals including:

➜ Developing effective processes to execute change management with transparent reporting and cost savings as the KPI

➜ Boosting compliance to meet corporate directives for risk management and efficient operations

➜ Leveraging an "enterprise-wide effect" through educating the field staff and providing better support to ensure best practices at all locations

Solution

Bloomin' Brands selected ServiceChannel as its technology partner not only for its industry-leading *Service Automation* platform but also for its unique "dual-focused" approach of adding value to both facilities managers and service providers & contractors. ServiceChannel's platform has been deployed at Bloomin' Brands for more than 18 months, covering more than 1,200 US locations. Specifically, Bloomin' Brands relies on:

➜ *Service Automation*, ServiceChannel's flagship platform gives the Bloomin' Brands' staff the ability to open work orders, and for the Facilities Team to track progress through resolution

➜ *Analytics Custom*, an optional *Service Automation* module to run reports customized for internal and external stakeholders

➜ *Invoice Manager*, to reduce invoice and payment processing costs through a closed-loop process

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➜ *Contractor Scorecard*, a "platform of competition" that enables the Facilities Team to have objective, data-based discussions with service providers and make appropriate decisions on whom to work with and prices to pay, rather than merely relying on anecdotal evidence

➜ *Mobile App*, described as a "game changer" at Bloomin' Brands in terms of empowering staff with capabilities such as:

- Opening work orders directly and communicating with the Facilities Team and Service Providers using detailed text notes and multimedia (photos)

- Updating NTE pricing and approving proposals directly from the platform, which "changes the nature of the business" for the Facilities Team

"We now have information to work strategically throughout the company. We use this data to make the right decisions within our Facilities Program and across other departments."

Benefits

Bloomin' Brands now has high-functioning support to **maintain consistent standards for facilities operations at all locations**. Through the ServiceChannel deployment, Bloomin' Brands has been able to:

➜ Evolve the company's facilities repair and maintenance program from an ad hoc, "white gloves" approach to one efficient, cost-effective and flexible to the company's culture

➜ Gain better control of the information and data generated through ServiceChannel, including custom reports on-demand to support various corporate departments

➜ Establish formal KPIs to measure department effectiveness and vendor performance around four categories: quality (user feedback, recalls), cost savings (compared to benchmarks), speed of service (time to dispatch, resolution) and efficient administration (invoicing, compliance)

"Using ServiceChannel changes the nature of the business. The ability to open a ticket and answer questions right from the platform is a big advantage for the partners and for the Facilities Team. With ServiceChannel, we can dispatch the best service provider right from the platform."

–Jon Ahrendt, Director of Facilities Management, Bloomin' Brands

Results

Using data to generate business intelligence/insights is arguably the hallmark of the ServiceChannel deployment at Bloomin' Brands. Its Facilities team shares this information proactively with internal teams as well as service providers (through **quantitative vendor scorecards**) for alignment and planning.

Using the data, Bloomin' Brands has been able to challenge its service providers to **meet and exceed specific KPI goals** such as:

➜ Reducing work order resolution times in terms of average days by 56%

➜ Increasing first-time service provider completion rate by 88% and check-in compliance rate by 123%

➜ Increasing on-time arrival rates for contractors at their job sites by 95% while increasing dispatch confirmation rate within one hour for urgent work orders by 105%

➜ Reducing negative feedback of service provider performance by 66% in just over one year

About ServiceChannel

ServiceChannel provides facilities managers with a single platform to source, procure, manage and pay for repair and maintenance services from commercial contractors across their enterprise. By delivering unprecedented transparency and data-driven analytics of service quality, across all trades, locations and contractors, facilities managers drive significant brand equity and ROI for their organizations without outsourcing or investing in new infrastructure. The world's leading global brands use ServiceChannel and Big Sky solutions daily to help optimize millions of transactions and billions of dollars of spend annually.