



# Yum! Brands, QuizGame Case Study

# Yum! Brands Case Study



## Company Analysis:

Yum! Restaurants International – With over 20,000 restaurants and 1.5 million employees in 123 countries, Yum! Brands is one of the world's largest fast food chains. The company owns such brands as KFC, Pizza Hut, and Taco Bell. It has been operating in Turkey with their KFC and Pizza Hut brands since 1989. As of the year 2017, it continues to serve in Turkey with 115 KFC, 18 Pizza Hut restaurants and over 2000 employees.

Yum! Brands strives to maintain its standard quality in every one of its brands. On that account, it has developed 'Brand Standards' which it has shared with all of its employees. Such standards, which are updated in accordance with periodical and local variables, are available on platforms accessible by all employees. This way, Yum! Brands aims to provide the same experience to each country in which it operates.



## Problem Analysis:

For the KFC and Pizza Hut restaurants in Turkey, 4-volume CSL (CHAMPS Standards Library) of over 1000 pages in total were available in print as shown below. The subject headings of such CSL books are;

- Equipment, Maintenance and Cleaning
- Product
- Service
- Management



It is very important that all employees are able to have “up-to-date” access to such standards that may instantly change due to both seasonal and operational reasons. On the other hand, updating the hard-copy standards sitting in the cabinets in the rooms of restaurant managers was a difficult process.

At this point, a project was started in order to digitalize the content in these books. Under the LMS (Learning Management System) called Learning Zone, all content included in the books were updated and inputted.

Transferring the CSL content into the digital environment and inputting such data into the LMS Learning Zone system took over 3 months. During this period, content and their images of +1000 pages were updated and inputted.

After all of the CSL content was moved into digital environment, all printed papers and CSL folders in each restaurant were collected and then a launch event was organized for inputting the data via the Digital Education platform called Learning Zone.



CSL content of the KFC and Pizza Hut brands, now collected under 4 major topics, had been transferred into the digital system and was accessible to all restaurants via Learning Zone.

However, the employees continued their old habits of looking at folders or asking their managers. As hard-copy CSL was no longer available, some employees proceeded according to the information and standards that they recognize or that were stuck in their mind.

The brands tried to ensure the behavioral change they had aimed for in their employees by various methods such as written communication, announcements, face-to-face coaching or online trainings but unfortunately, they could not attain the awareness they had hoped for.

### **Identification of Problem:**

Due to such reasons as the younger ages of the employees in the food industry and the highness of the turnover (clocking out) period, providing the supports like announcements, trainings, coaching over and over again was increasing the costs.

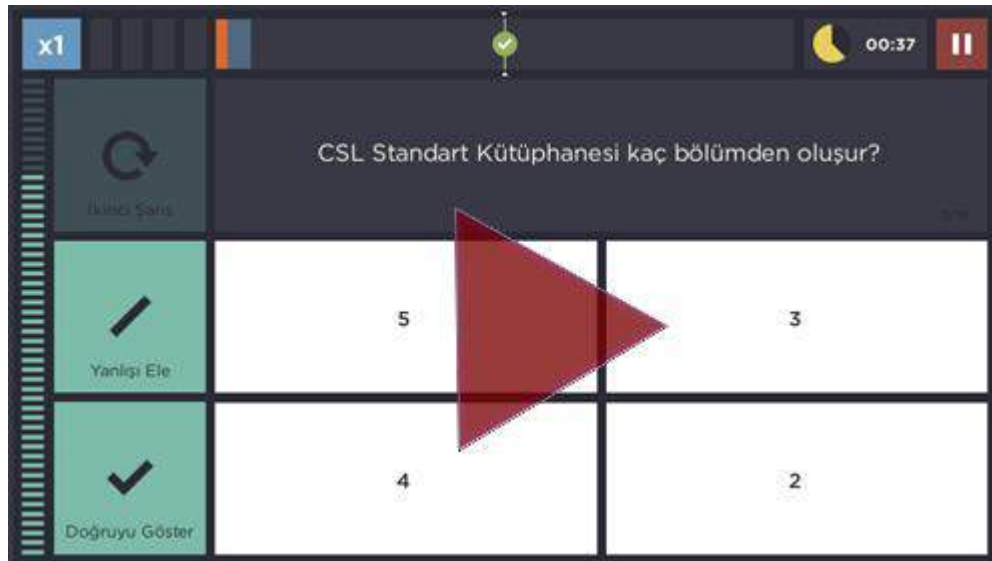
Yet, what Yum! Brands wanted was for their employees to reach such information on their own, and in an entertaining way.

After some research, they observed that the average age of the restaurant managers was 26 and the average age of team members was 22.

	# of Employees				Average Age
	16-20	20-30	30-40	40+	
RGM	0	25	71	14	34
ARGM	0	18	7	1	29
Supervisor	2	145	43	2	27
Team Member Trainer	1	44	3	1	24
Team Member	343	554	61	9	22
Product Master	2	26	9	1	27
Delivery Chief	0	16	17	4	32
Delivery	17	241	182	35	29
<b>Total</b>	<b>365 (20%)</b>	<b>1.069 (56%)</b>	<b>393 (21%)</b>	<b>67 (3%)</b>	<b>26</b>

## Solution:

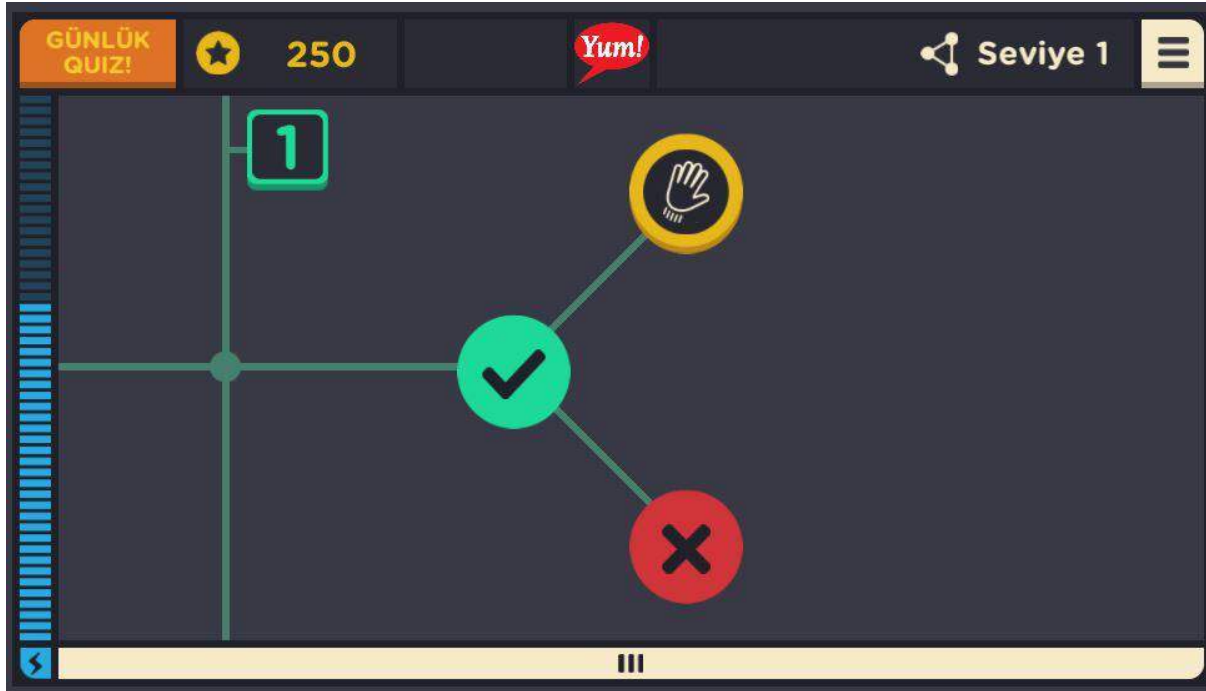
82% of the team members have declared that they play at least one mobile game at work during the times when they are free. Most favorable ones were popular games like Clash of Titans, Candy Crush and Trivia Crack. As they contemplated how they could use the time spent for such games for training processes instead, and based on the Q&A style of Trivia Crack, they discovered the concept of gamification. And that is when they started to use QuizGame, which is a gamification tool for accessing CSL content voluntarily and while having fun, and most importantly, not just during work hours.



Questions based on the CSL standards, and particularly about regularly updated subjects which were not the common knowledge level of the field personnel, were inputted to QuizGame and the "Standards Contest" was set in motion.

All employees were able to access QuizGame, which was personalized for brands, on their mobile devices or computers by using their own restaurant passwords.

Facing more difficult questions as the levels progressed heated things up in the Standards Contest.



In addition to such features as the Levels, Score, Leader Board and Duel, the feature that made the most significant contribution to voluntary participation of employees was called Quarantine. While each question in a quiz awards the player 10 points, questions that were answered incorrectly are dumped to the Quarantine where the value of each question multiplies by how many times it was answered incorrectly. For instance, if 5 users answer a certain question incorrectly during the day, the value of that particular question becomes 50 points. Each player has only one Quarantine privilege for each level. Therefore, they must make the best of that privilege and use it for the questions that grant the highest points. This enables users to start the game application frequently to check up on their status. Of course, as they start the game regularly, they are encouraged to play other quizzes every time.

0	02:20:58	Yum!	Karantina
270  x27	250  x25	230  x23	230  x23
Kızartıcı temizliğinde kullanılması gereken kimyasal hangisidir?	Açık kızartıcı ekipmanı yavaş ısıtılırsa hangisi olası nedenlerinden değildir?	Marinatör kapağı sızdırıyor ise olası nedeni ne değildir?	Evlere servis'te zami hız limiti kaç km'dir ?
250  x25	240  x24	230  x23	230  x23
Bir önceki günden kalan un nasıl kullanılır?	Gıda zehirlenmesi sebeplerinden değildir?	4 HP ekipmanını filtre ederken yağ sıcaklığı kaç derece olmalıdır?	Biscuit yapımında kullanılan tuz kaç gramdır ?

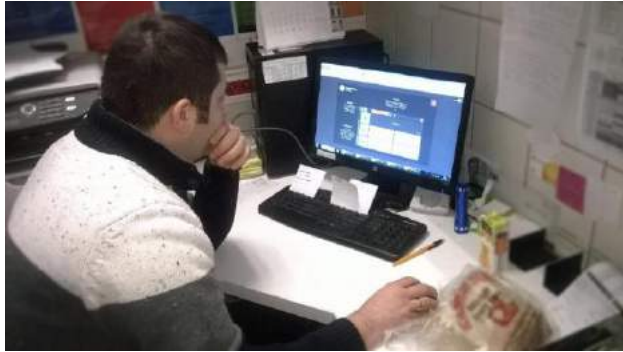
The highest-ranking restaurants in the weekly leader board are rewarded with material and social prizes, such as:

- Gift certificates
- A visit to the headquarters
- A lunch with the general manager
- An opportunity to appear in the company's commercial
- Getting to name a product
- Certificated sales training
- Conferences at home and abroad

For the launch of QuizGame, a certain type of storytelling was incorporated into the game that would give a whole new meaning that matches the company. The restaurant who knew about the standards the best was declared as the restaurant who looked after Colonel Sander's legacy the best, and Colonel masks were sent to the most successful restaurants. The employees took selfies and shared them with the KFC employees worldwide, on all in-company communication portals, by declaring "this is the restaurant who knows about our standards the most in Turkey".



According to the feedback, all employees but particularly those who work at the manager's position and who do not play digital games as much in their daily lives discovered the feelings of competition and fun while playing the game, and refreshed their knowledge about the standards in the meantime.



The rewards were given based on restaurants, so the prizes were distributed equally among the employees of the winning restaurant and the whole event was announced by the monthly company e-mails. The idea of winning as a restaurant was developed in order to improve motivation and team spirit.

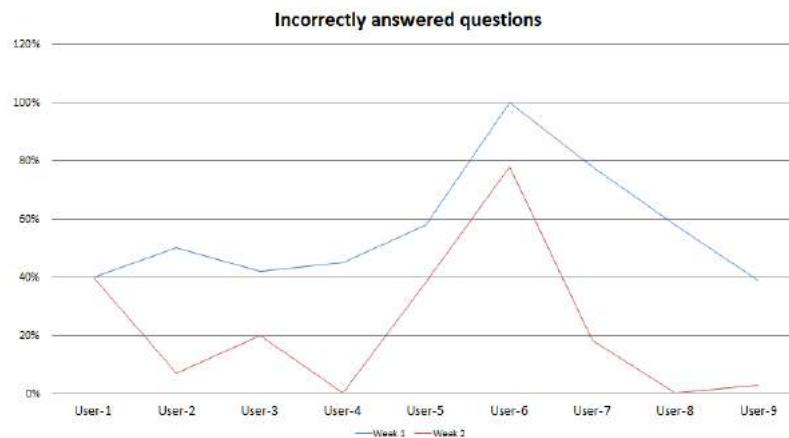
QuizGame was not only played in restaurants, but as seen below, in the training rooms of the restaurants, in the central office meetings and in conferences as well, as an "energizer" and as part of contests.





## Result:

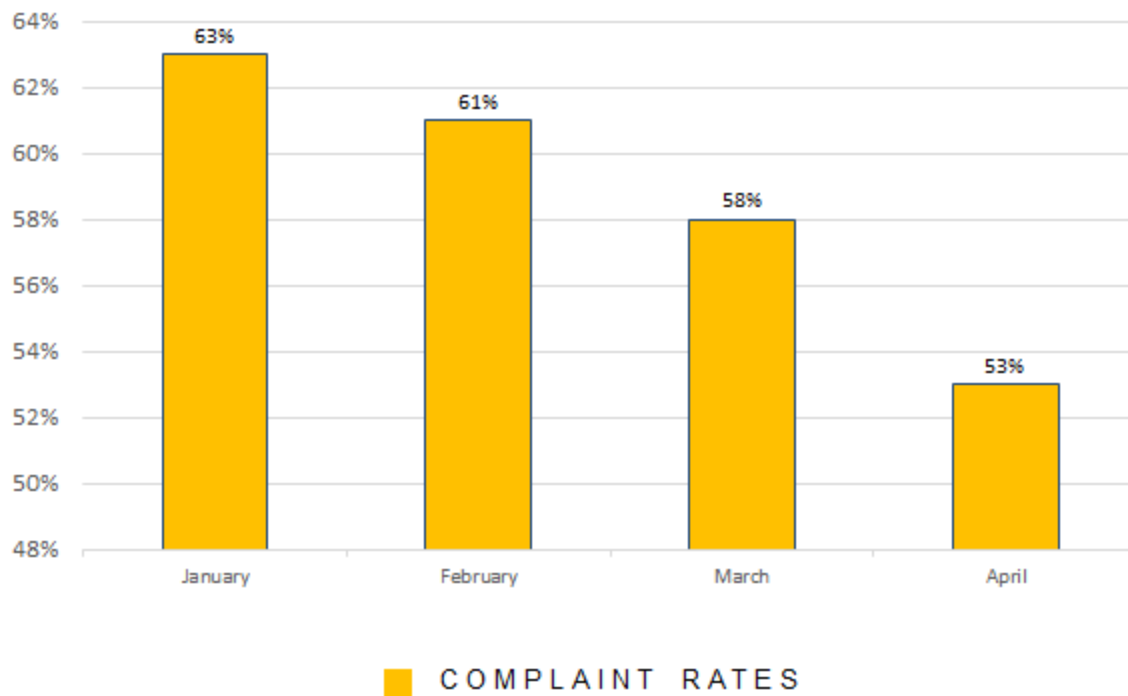
2 weeks after its launch, QuizGame was able to analyze players' development rates as shown below. Even though new questions were added each week, the number of questions that the users answered incorrectly decreased dramatically, as demonstrated below.



Employees first started using QuizGame in January 2016. Once the game was being used regularly, the rate of complaints in the "product" category from restaurants, call centers and in other channels such as Yemeksepeti started to decrease regularly on a monthly basis. Even though there was occasionally an increase in the number of complaints in certain months, the rate of complaints regarding "product" continued to decrease consistently. The company was able to gauge the changes in the ROI, which is the level of knowledge gained in return for the investment, from the first month that they started to use the game.

In the trainings that started in January 2016, 10% decrease in customer complaints was observed within 4 months.

Month	Order Qty	Complaint	%
January	158.797	999	0,63%
February	152.459	931	0,61%
March	180.890	1052	0,58%
April	168.193	885	0,53%



Most importantly, the company spent a period of time where everybody, from the delivery person and team member to the manager and regional coach, had a blast and engaged in voluntary participation while learning about the company's standards. In 2017, the company continues to use QuizGame for certain processes regarding bonuses and promotions in accordance with its business objectives.

**Not our words, but theirs:**



"Our team absolutely loved the game. It provided great fun and competition while making the players learn on the other hand -it was perfect. Thank you to those who made it possible."

-Lucy Taylor, KFC Turkey Operations Director



"It is perfect for every team member, every manager. It creates excitement. I personally love it, even when I get an answer wrong. I think that it is a great training tool in a fun way to share with every single one of your restaurant teams and create some competitive energy amongst the team."

.-Damon Stanley, YUM! Brands, Chief Operating Manager



"It is very important for global companies to maintain the consistency among products, management and service standards and the same level of quality in all restaurants. QuizGame has helped us teach our standards to our entire team in the fastest, most practical, most entertaining and most competitive way possible."

-İpek Kılıçcı, YUM! Brands Brand Measurements Manager



"For those who would like to use one game to teach, get reports, and measure all the while having the participants entertained... We liked and benefitted from it a lot."

-Özlem Yurdakul, YUM! Brands Human Resources Director



"QuizGame manages to support the retention of post-training knowledge, which all education specialists always strive to accomplish using various methods, while motivating the player with the game's charm and with prizes and with competition. And it does this in the most fun manner. It is one of the most effective examples of the power of games in adult education you'll ever see. How lucky for us that it is a Turkish product."

-Ercan Altuğ Yılmaz, KFC Education Technologies, author of the book Gamification for Everybody



"I like the application very much. Thank you so much for bringing it into our lives."

- Bilal Çelik, Pizza Hut Turkey Operations Director