

Orchestrating digital-led innovation for a **convenience store** chain



The client is a chain of 850+ convenience stores and gas stations located along the East coast of the United States and wanted to enhance its customers' experience by adopting new work model.

Famous for their hoagies, the brand has developed a raving fan base and has thrived on their ability to personalize just about every detail of an order. In their continual effort to innovate, they began to realize bottlenecks and challenges in their technology and process. They needed an end-to-end review of their systems and processes to overhaul the way their restaurant operated, paving the way for new ways of meeting their customers' needs.

The North American giant was looking for a tech partner who could successfully execute this large-scale transformation while considering impacts, urgency, and needs around technology, business processes, and people. HCLTech brought technological capabilities that completely transformed the workplace with latest solutions.



The Challenges:

Legacy applications and an outdated work model

The client's focus has always been on innovation, finding new ways to reach and serve their customers while meeting the dynamic industry and customer demands. However, they faced multiple technology and process blockers that had to be eliminated.

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| 1 A single legacy provider was resulting in bottlenecks and inability to overhaul the most problematic areas of their food business | 2 Processes for building personalization into orders were highly manual, time intensive, and lacked visibility |
| 3 The way order routing, menu, and item inventory were handled prevented them from having a more meaningful online presence in the marketplace | 4 Lack of business processes in alignment with the technology needs |
| 5 The lack of know-how about building scale added a layer of complexity to planning | |

The Objective:

Digital overhaul to transform and integrate processes

The client wanted an end-to-end review of their systems and processes to overhaul the way their restaurant operated, paving the way for new ways of meeting their customers' needs. What they were looking for in essence was complete integration in the platforms and systems, working routes and convenience for the customers.



The Solution:

Digital and customizable
business operations

HCLTech started with identifying where the company should invest in technology. A switch to a new, fully customizable order management system was recommended to manage order routing and inventory management. Along with this, an agile implementation roadmap was developed that considered numerous interdependencies involved in every decision. A team restructuring was done to support agile ways of working in line with SAFe and more than thirty key metrics were defined to align their ongoing success. Further, a list of vendors was provided that would help solve the complexity in their order management. What's more, 'headless commerce' was also recommended to create a separation of the front end and back end of their commerce platform.

The Impact:

Agile operations. Greater revenue.

The company is on course for a fully integrated convenience experience across all stores. New systems designs are creating a single view of both orders and customers across channels and Agile ways of working will ensure successful transformation management. This is enabling the company to serve customers' orders in the most efficient way.



Projected revenue impact
through 2028 is expected
around **\$450 million**



Faster and timelier
introduction of new
products