RED BADGER

split

How Nando's built a digital ordering platform to stay close to customers

Nando's is expanding its reach in the takeaway and delivery market with a new, industry-leading meal ordering platform.

Partnering with Red Badger and Split Software, the iconic restaurant has built the necessary digital capabilities to take ownership of the entire customer journey on- and offline.

PERi-PERi Chicken lovers can now enjoy a seamless brand experience across all channels, earning Chilli Points and redeeming loyalty rewards as they go.

AT A GLANCE

Consistent brand experience across 3 key channels (delivery, "click & collect", eat-in)

A multi-step release process that measures impact of new features and allows for experimentation of the newest ideas

A modular and scalable architecture for business evolution, that leverages Split feature flags to roll out out new features and measure their impact

Embedded new ways of working for sustainable in-house digital capabilities

A next-generation cloud platform to support web and mobile experiences

New and improved user experience for staff-facing portal

Centralised data collection for timely customer insights

## THE CHALLENGE

Customer loyalty at stake

By expanding its reach with delivery aggregators—intensified by the 2020 Covid-19 pandemic—Nando's was sacrificing its direct relationship with customers. The third-party suppliers that facilitated online ordering owned part or all of the customer journey.

This arrangement heavily impacted the brand experience. Customers couldn't earn Chilli Points or redeem loyalty rewards on some partner channels. The process was disjointed and felt jarring for users.

A fractured technical landscape

The technical ecosystem that underpinned the customer experience was a complex web of integrations with third-party partner systems like Deliveroo.

The existing architecture made it difficult to plug in (and swap out) providers, test out new features with limited risk to users, and measure their impact. Any changes to customer experience, and therefore the underlying complex system, were time-intensive and expensive.
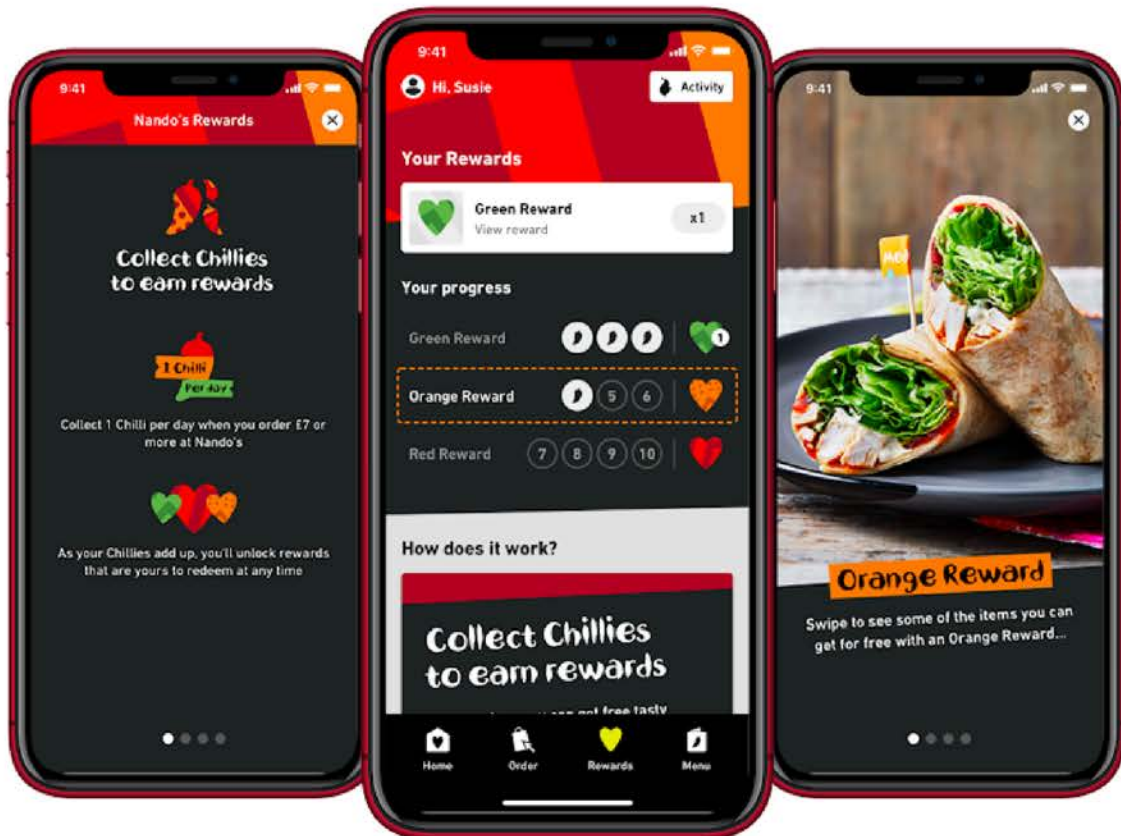
— THE SOLUTION —

A sustainable mission

Listening closely to customer feedback, Nando's product team took steps to take direct control over the whole end-to-end experience. To do this, they had to build their own platform and the digital capabilities to maintain and scale the system.

The first step was enlisting a partner who deeply understood the symbiotic relationship between digital products and technology and their critical role in future-proofing the business.

The Red Badger team helped map out the the next stage of digital evolution, engaging with all facets of the business to ensure the mission had the necessary buy-in, skills, knowledge and core technology for sustainable growth, including:

A shared vision

Any platform solution has far-reaching implications for the whole of the business. Touchpoints run across many business units, including marketing, operations, finance, and technology.

Red Badger ran a collaborative vision statement workshop with key stakeholders to tie all these pieces together, uncover core business objectives and drive alignment for the platform.

After defining and prioritising business outcomes, measures of success, enablers and blockers, the group reached a consensus on their vision statement:

> **Swiftly deliver a simple and frictionless digital ordering service that customers and Nando's value and is designed to grow alongside our business.**

Measures for success

Another workshop carved out key North Star metrics that mattered most to the business. The primary metric focused on the increased number of orders (collection and delivery) to represent market share. The group also determined supporting metrics to measure the customer journey, such as depth of interaction with the app.

Lean, iterative approach

A lean, iterative approach was adopted to build a sophisticated platform without major design flaws. At every stage, the Red Badger and Nando's teams only designed and built what was required to validate assumptions and deliver value early, testing with customers and validating the technical approach with experiments as early as possible.

To do this effectively, Red Badger turned to tech partner, Split Software. The Nando's development team embraced its Feature Data Platform because it allowed the team to implement a multi-step release approach, that minimised risk with targeted roll outs, powered experimentation and provided customer feedback and impact metrics within minutes of rolling out a new feature.

Empowered internal teams

Recognising that building the digital system was only half the challenge, Red Badger consultants joined forces with the growing Nando's team to provide guidance, context and continuity. This dynamic would facilitate important knowledge-sharing and establish the best ways of working in newly created squads from the outset - and ensure Nando's was self-sufficient to own and evolve the platform in the future.

A NEXT-GENERATION ORDERING PLATFORM

With the vision set, Red Badger and Nando's built a core ordering system that:

Ensured a seamless customer journey but allowed for experimentation: All orders and journeys—delivery, "click & collect", eat-in—are processed through one platform, where new feature roll outs can be tailored to specific consumers behind Split feature flags to measure impact on the business and power new ideas. All offerings (such as loyalty, discounts, offers and gift cards) can be easily added across all channels without impacting third party suppliers.

Simplified integration with providers: The platform defines clear integration points with third-party services for supporting systems such as logistics, POS screens, payment processing and IT infrastructure. Tools can be seamlessly swapped in and out. Multiple providers can co-exist simultaneously.

Adopted a microservices approach: Nando's ecosystem can be broken down into small domain focused parts. The company has built and fully owns services directly related to ordering and delivering food, while easily outsourcing and integrating the supporting systems.

Supported cloud-enabled continuous delivery: To support the rapid build and deployment of services forming the new platform, Red Badger helped set up a scalable, resilient cloud-based foundation for continuous delivery utilising technology from Split. Split's Feature Data platform enables multiple changes to be made safely, many times a day. The built-in testing and type safety provide stronger control to prevent issues, including those caused by new features that may not perform and/or the misalignment of APIs between systems/services.

Delivered a bespoke staff interface: A new tablet interface—integrated with the core platform and third-party logistics system—was built to help restaurant-based employees manage all incoming orders. Employees can review the status of all orders, throttle the number of orders being placed to prevent kitchens from becoming overwhelmed, and have the ability to turn off specific channels when required.

THE BENEFIT

A future-proof business

The business benefits of a digital platform were quickly realised in 2020, months before the rollout was completed. In the midst of the pandemic and lockdowns, Nando's could pivot at speed because it had built the core of the system.

With forced restaurant closures and then soft re-openings of physical stores (with social distancing rules in place), the company had the digital competencies to handle increased online and mobile orders, and support ordering at the table.

From a product development standpoint, after Nando's implemented Split, it saw improvements in key metrics almost immediately - including increases in its average order size, and sales conversion rates. As a result, the company can now adjust its service offerings at speed, offering highly personalised experiences, to continuously delight the customer in a digital-first world.

The Nando's product team now has the know-how and embedded ways of working to optimise and evolve the platform without requiring Red Badger's support, making them self-reliant and in control of their digital destiny.
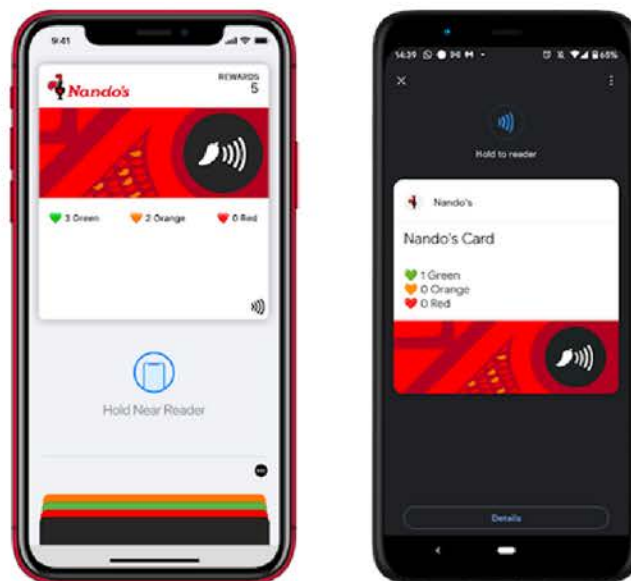
We solve complicated problems in complex places

Red Badger is the product transformation consultancy for blue chips. Our product design capabilities and technical pedigree build high-performance digital products and platforms that get you closer to your customers and embed new ways of working. Your journey to an agile, innovative digital product organisation starts today.

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