



## Travel & Hospitality case study

# Papa John's delivers customer delight with PapaCall

A hyper-personalized ordering experience reduces wait times, boosts revenues by 15% per order and cuts operating costs significantly for Papa John's. That's intuition engineered.

As a leader in quick serve dining, Papa John's puts a premium on customer experience, innovation and operational excellence. A charter set by CEO Rob Lynch outlined the company's desire to explore and develop new ideas, and launch "a new innovation" every two months. Lynch says, "We are talking about an opportunity to evolve how customers think about our brand and the products that we offer." To reach these goals, Papa John's looked into how the company could optimize operations for growth and build on its award-winning customer service by reducing order wait times and eliminating dropped calls.

## The challenge

The effects of the coronavirus pandemic took Papa John's revenue skyward in 2020, increasing same-store sales by 13.5% in the fourth quarter. This increase in volume led Papa John's to examine efficiency as a target for innovation, specifically in its ordering processes.

The initial catalyst for the project was actually the Cognizant Client Partner who called to order a pizza and found the phone line busy. That led to a conversation about an order transformation solution that could transfer incoming calls to a contact center.



## At a glance

Papa John's wanted to optimize its operations for growth and improve customer service by cutting order wait times and eliminating dropped calls on phone orders.

Cognizant worked with the food services giant to design and transform ordering operations with a solution called PapaCall, which is powered by advanced analytics. The new solution helps the pizza chain to:

### Outcomes

- Enable a quick shift to off-premises dining triggered by the pandemic
- Increase revenue per order by more than 15%
- Improve Papa John's in-restaurant metrics up to 50%
- Contribute to a customer satisfaction (CSAT) score of 95% by staying ahead of guest desires
- Reduce employee stress from multitasking and improve retention

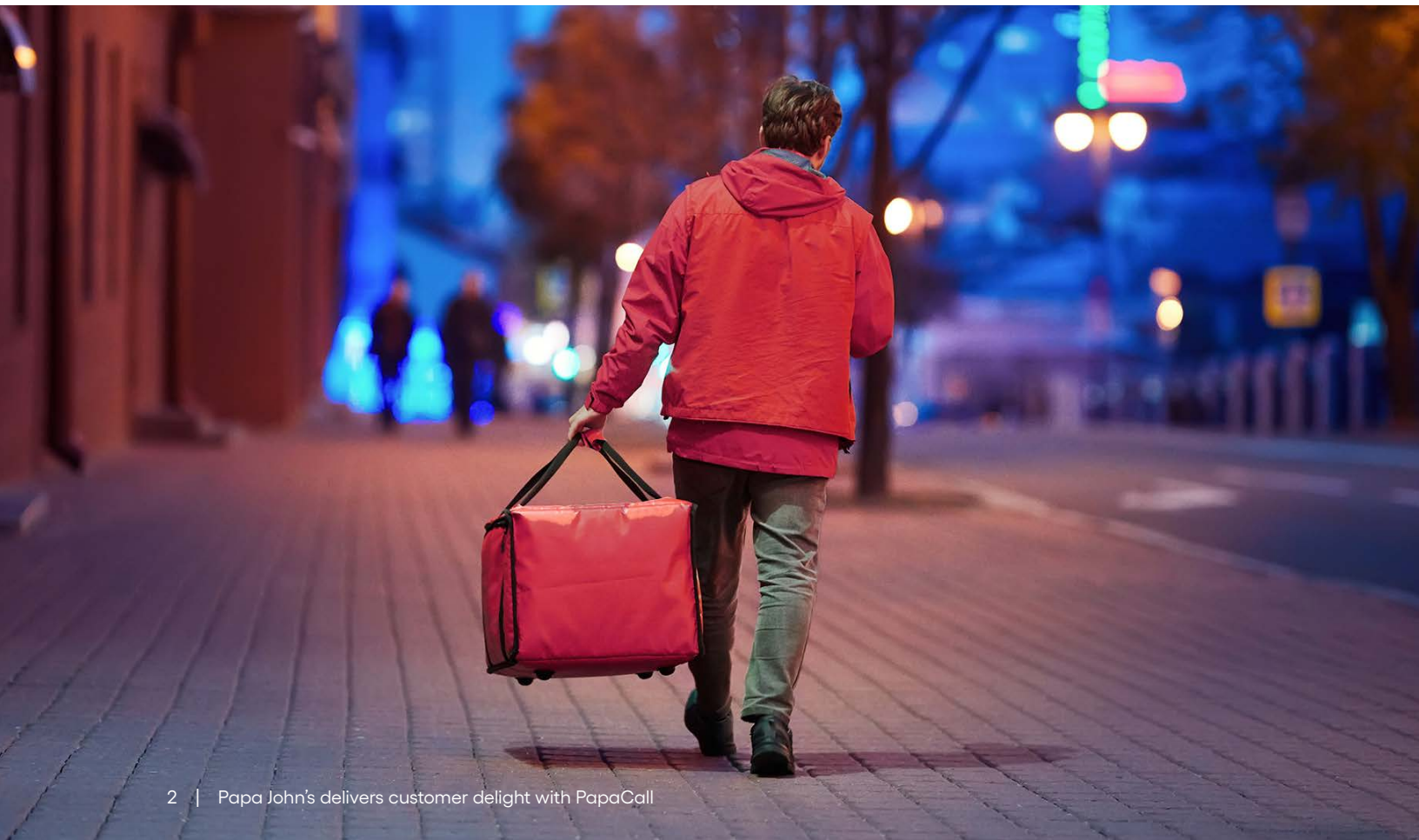
According to data from the store telephony network, of the 30% of orders placed by phone, between 10% and 12% were abandoned due to non-answer, indicating lost revenue. Because phone calls can affect many steps in the process, including delivery time, automating the order process could help the restaurants focus their resources on the important task of making and delivering pizzas.

## The approach

Cognizant worked with the food services giant to automate ordering operations by designing an end-to-end, intelligent, cloud-based omnichannel solution, referred to as PapaCall. The new centralized ordering system enables hyper-personalized offers for customers and has been reported to have a positive impact on employee experiences by reducing stress from multi-tasking, freeing up front-line employees to focus on serving guests.

During a two-month pilot with just 75 stores, Cognizant helped Papa John's realize savings from the new overflow call handling process and produce additional revenue as a result. A unified agent desktop solution was chosen for contact center agents. Now all order takers, in the contact centers, use the integrated system to process a phone order, customize if necessary and collect the payment—all on one screen. Ultimately, this new approach and the intuitive layout of the system interface have been reported to help reduce phone order time from over five minutes to less than three minutes.

“Phone answering is almost always a secondary piece of the operating model,” CEO Rob Lynch says. “It can be something that takes away from what a driver is supposed to be doing and it can increase delivery time by a few minutes. Or it may increase the time it takes to get a pizza in the oven. This removes all that.”



## Expanding the program to 1,500 stores

The success of this pilot led Papa John's to expand the program into 1,500 stores, and a further rollout to franchisees with a custom built portal that allows franchisees to onboard the PapaCall services seamlessly. The portal also provides detailed, easy-to-interpret invoices for the services.

## PapaCall: a modern order process

The PapaCall solution, which currently supports 1,500 restaurants nationwide, encompasses:

- A centralized ordering model using advanced analytics to provide agents with hyperpersonalized menu suggestions for customers based on prior preferences
- An intelligent, unified agent desktop, combining restaurant and e-commerce systems with realtime integration, that enables order accuracy and efficiency
- A next-gen cloud telephony system that enables efficient customer interactions
- Historical customer data integration into a centralized POS system that makes ordering seamless and faster

## Business outcomes

PapaCall increases operational agility, enabling Papa John's to quickly and smoothly achieve the shift to off-premises dining triggered by COVID-19, a trend that is forecast to continue until it accounts for 80% of industry growth by 2025 (NRF Magazine statistic).

The integration of all ordering channels into a centralized model gives Papa John's agents customer data and advanced analytics that allows the creation of hyper-personalized customer offerings.

Through modernized and centralized operations, Papa John's new order transformation strategy better engages and delights customers, leading to improved customer service and better guest experiences.

The new ordering solution, which currently supports 1,500 restaurants nationwide, has:

- Increased revenue per order of more than 15%
- Resulted in up to a 50% improvement of Papa John's in-restaurant metrics, which is the time it takes from receiving an order until it is delivered
- Contributed to a CSAT score of 95% due to consistently better guest experiences
- Reduced employee stress from multi-tasking
- Improved employee retention and positive engagement with guests

PapaCall now serves as the chain's centralized order-taking system, successfully boosting efficiency in each of the supported restaurants.

"PapaCall eliminates the need for our people in the restaurants to answer the phones, which can be a very distracting and challenging dynamic at your busiest time," Lynch says. "So, it will allow us to more effectively utilize our labor and result in a better customer experience and fewer dropped calls, because people will not have to be put on hold anymore."

“[PapaCall] will allow us to more effectively utilize our labor and result in a better customer experience...”

Rob Lynch, CEO

## About Papa John's

Papa John's International, Inc. (NASDAQ: PZZA) opened its doors in 1984 with one goal in mind: BETTER INGREDIENTS. BETTER PIZZA.® Papa John's believes that using high quality ingredients leads to superior quality pizzas. Its original dough is made of only six ingredients and is fresh, never frozen. Papa John's tops its pizzas with real cheese made from mozzarella, pizza sauce made with vine-ripened tomatoes that go from vine to can in the same day and meat free of fillers. It was the first national pizza delivery chain to announce the removal of artificial flavors and synthetic colors from its entire food menu. Papa John's is headquartered in Louisville, Ky, and is the world's third-largest pizza delivery company with more than 5,500 restaurants in 49 countries and territories as of June 28, 2021. For more information about the Company or to order pizza online, visit [www.papajohns.com](http://www.papajohns.com) or download the Papa John's mobile app for iOS or Android.



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