



IHOP Corporation develops, operates and franchises IHOP restaurants, one of America's best-known, family restaurant chains. Hitachi Consulting partnered with IHOP to quickly and successfully implement new business processes, replace multiple operating models and data silos with a single CRM system, and transform guest interaction by implementing a 1-800 number.



C Case Study: IHOP Corporation

Business Challenge

In the restaurant industry IT is typically seen as a cost, not a strategic investment. However, IHOP Corporation CEO Julia Stewart recognized that an investment in IT would support her efforts to re-energize the American icon called IHOP. A key component of the company's re-energizing strategy required transforming the corporate headquarters to a Restaurant Support Center that could better serve the needs of IHOP franchisees and restaurant guests.

"While it may seem unusual for a family dining company to use customer relationship management (CRM), we knew immediately it was the right thing to do," said Patrick Piccininno, IHOP's Vice President of Information Technology. "We were driven by the business benefits, knowing we needed to work smarter to achieve our vision of being number one in family dining. Without a strong infrastructure, evolving the business would have been impossible."

The Solution

"We knew if we wanted to offer world class support to our franchisees and guests, we would need to define a robust infrastructure and deploy a scalable IT solution that would grow as the business grew," Piccininno added.

IHOP engaged Hitachi Consulting to replace disparate systems and silos of information in multiple locations across the country with several modules from Oracle's e-business suite. The most prevalent products implemented were Oracle TeleService which IHOP uses to support its franchisees and guests, Oracle Property Manager which enables them to stay on top of leases, insurance information, renewals, and franchisee financials, and Oracle Project Management to enable IHOP Support Center employees to oversee the construction and development processes from start to finish.

Hitachi Consulting assisted IHOP with business process reengineering, implementation and change management support.

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Business Benefits

By implementing a toll free number, IHOP shifted from manually tracking guests' comments and concerns in eight different locations to logging, routing, tracking, and managing guest comments centrally and resolving outstanding issues in less than three days. The call center enables IHOP to respond to guests and franchisees in a timely manner, quickly resolving problems and sharing compliments. It also allows them to identify trends and proactively make changes.

The scalable IT infrastructure and CRM technology solution enabled IHOP to achieve:

- A complete, integrated, single source of truth for guest and franchisee data
- A comprehensive set of metrics for point of sale, financial and guest data
- Better, more informed decisions through performance and operational analysis
- Improved business processes through better tracking and reporting
- Cross functional business process flows
- Timely, and even proactive, resolution of problems

- Improved service to franchisees and restaurant guests
- Quicker, more cost-efficient development of new franchises
- Better management of existing properties, including leases, insurance, and financials

"Hitachi Consulting delivered great resources, people who have truly cared about our success. They continually showed what a good partner could be by adding value and transferring knowledge to our internal resources along the way. Hitachi Consulting is committed to the long term success of IHOP. They have grown from an implementation partner to a business partner."

Patrick Piccininno, VP of IT at IHOP



About Hitachi Consulting

As Hitachi, Ltd.'s (NYSE: HIT) global consulting company, Hitachi Consulting is a recognized leader in delivering proven business and IT solutions to Global 2000 companies across many industries. We leverage decades of business process, vertical industry, and leading-edge technology experience to understand each company's unique business needs. From business strategy development through application deployment, our consultants are committed to helping clients quickly realize measurable business value and achieve sustainable ROI.

Hitachi Consulting's client base includes nearly 30 percent of the Fortune 100 as well as many leading mid-market companies. We offer a client-focused, collaborative approach and transfer knowledge to our clients throughout each engagement. For more information, call 877-664-0010 or visit www.hitachiconsulting.com

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