



The Circle of Excellence Award recognizes cross functional teams that collaborate across the organization with an enterprise mindset to achieve significant and measurable results. Winning teams have implemented horizontal ways of working in order to solve valuable problems effectively.

Our 2023 Award celebrates the following 12 teams for their outstanding contribution to the McDonald's System.

Activate Consulting Great Restaurants project

The Activate Consulting Great Restaurants project took a One McDonald's Way approach to designing and developing a learning program for new-to-role Operations Consultants. In less than a year, the team designed, developed, and rolled out a 6-month program in 13 languages with curriculum consisting of digital microlearnings (videos and PDFs), simulation, and facilitator-led sessions. The first deployment launched to all IOM markets at the same time – a first for McDonald's and the largest program launch to date.

The team embraced innovative ways of working to solve problems and capture a diverse array of market perspectives and voices, including those of the learners themselves. With one version of Activate across all our markets, the learning team can share program updates quickly, ensuring the curriculum is up to date with the latest information about the business and operations. This is the first global curriculum to be offered in multiple languages using one file, allowing for easier reporting and program setup. The new design approach also makes our learning systems more efficient, reducing digital file management from 1,474 eLearning and video files to just 67, simplifying future learning system updates.

This innovative project is a testament to the power of collaboration and shared vision within McDonald's, setting a new standard for future learning and development initiatives within the company.

- Sirin Abusamen
- Sira-Pierre Calloud
- Ana Costa
- Artur Czarnacki
- Karen Elliott
- Cristina Esparza
- Laura Forcade
- Mark Freeman
- Marina Lavrenchuk
- Pam Leslie
- Maura Neville
- Tomasz Polewczynski
- Simon Quinn
- Lisa Singer
- Ginta Smith-Wright
- Theresa Suehr
- Andreas Suter
- Andrew Taylor
- Kelly Turinaro

China RGM BOSS Team

Improving the operational management and efficiency of stores by empowering digital technology has always been a relentless pursuit for McDonald's China. McDonald's China has been building RGM BOSS ever since 2021, integrating the daily store operations and management into this unified work platform. The platform allows the store management team to view the daily store operating data and promotions, handle consumer feedback, conduct menu key management, among other activities, via the mobile app.

In 2022, the team streamlined store management into a three-tier digital system: People, Product, Place, and established three fusion teams through integration with relevant BUs, processes, and Data teams. This led to the accumulation of digital assets to support intelligent operations, ultimately bringing McDonald's China's store operation management to a new era. The upgraded RGM BOSS integrates various digital instruments for store management, including basic information management, sales platform information management, e-training, schedule and work hour management, supply chain and inventory management, facility and equipment management, and utility management.

By November 2023, the store management team decreased hotline consults by 44% and significantly reduced store service-related expenses by facilitating switch of online distribution platforms, announcement and portal management, and more. Since the launch of the e-Training module in July 2023, the store management team has achieved various outcomes, including setting over 450,000 training plans, publishing over 120,000 weekly training calendars, and performing 1.15 million student verifications, and launching 214 programs in Hamburger University.

- Jim Chen
- Ada Chen
- Rachel Li
- Jiabin Li
- Leo Li
- Feng Liu
- Vincent Lou
- Patrick Pan
- Polo Ren
- Jason Wang
- Leslie Wang
- Rose Wei
- Ting Wu
- Kay Wu
- Charles Yang
- Nora Yu
- Donghai Zhang
- Qian Zhong
- Yi Zhou
- Harriet Zhu

Communicating Accelerating the Arches

To capture and tell the story of the next phase of Accelerating the Arches (ATA), this team embraced the principles of being faster, more innovative and more efficient – with tremendous personal development opportunities. This involved unveiling an evolved Accelerating the Arches narrative with focus on doubling down on our "M-C-D's," while adding a 4th "D," Restaurant Development and modernizing our ways of working through Accelerating the Organization. Their interactive, experience-based Investor Update at MHQ brought the future vision to life for both the System and external stakeholders, and paved the way for a comprehensive storytelling approach that connects our ATA vision to McDonald's milestone moments throughout the year.

The Investor Update saw participation from over 60 sell-side analysts and investors in person, with more than 3,000 virtual attendees, including McDonald's employees, franchisees, and suppliers. The event showcased McDonald's competitive strengths and elicited pride within the McDonald's System among employees. Analysts gained confidence in McDonald's future technology and digital plans, contributing to a positive stock performance that outperformed major indexes. Media coverage before and after the event consistently highlighted key messages from the Update. The team engaged with cross-functional teams and the SLT to align on how each function contributes to McDonald's long-term vision. They created a comprehensive messaging roadmap for future communications, that integrated functional plans into a unified narrative, showcasing the organization's direction. Throughout all of this, the team engaged with each other and stakeholders in new and creative ways to build confidence in the Brand's forward direction and generate excitement as we look ahead.

- Lauren Altmin
- Karl Boyce
- Michelle Green
- Sybil Griesebauer
- Danisha Hall
- Rachel Hampton
- Artemis Hiss
- Andrew Jones
- Annie Kearne
- Heather Knorr
- Jesse Lewin
- Paul Liu
- Scott Meader
- Tarv Nijjar
- Patrick O'Neill
- Jennifer Romero
- Morgan Smith-Williams
- Lorin Smits

Global FP&A Center of Excellence

The Financial Planning & Analysis Center of Excellence (FP&A COE) is an excellent example of building a better McDonald's within the finance organization and across the entire System. This team, established in conjunction with the Accelerating the Organization (ATO), centralized global financial forecasting and planning. Before the FP&A COE, we were duplicating efforts by forecasting financial results in different ways across markets, resulting in heavier workloads. As a result of this team's hard work, we've not only streamlined our reporting processes but also improved financial visibility for leadership.

The COE's approach aimed to deliver financial results in half the time, a goal they exemplified by achieving a \$4 million of G&A savings and significantly faster process completion times. The team also redistributed workload throughout the year to avoid peak times, improving the efficiency and effectiveness of financial planning.

By allowing finance professionals to gain cross-market experience without the need for relocation, they've fostered a working environment that nurtures talent globally. With a diverse team from nine different countries operating across five time zones, the COE exemplifies McDonald's commitment to diversity and effective global teamwork, achieving their goals without the confines of geographical boundaries. This approach not only harnesses global expertise but also facilitates a more cohesive and efficient operational model, embodying the 'One McDonald's Way'.

- Izaak Arendsen
- Matt Chetupuzha
- Chris Cokeley
- Beatriz Cuesta
- Shaheen Elfarse
- Will Gibbons
- Quentin Izard
- Jordan Lagomarcino
- Pam Lins
- Annalena Mark
- Laura McGarvey
- Mike Miller
- Olga Nediakow
- Meghan Ronek
- Paul Ruginis
- Myren Siva
- Ben Vertin
- Haley Weiss
- Jenny Zeng

GMA Integrated (Flex) Delivery

As one of the 4 Ds, Delivery is both a strategic enabler and a significant growth driver for McDonald's. Offering Flex Delivery through the McDonald's Global Mobile App (GMA) ensures we are delivering value to our most loyal customers across our digital ecosystem.

Bringing Integrated (Flex) Delivery to life took an exceptional cross-functional team of people to lead the strategy, business case development, technical design, product design, operations protocol, marketing strategy, technical development, and deployment to four markets. In under three years, the team took this work from ideation to national deployment into US, CA, AU, and UK. Each market saw integrated delivery sales grow to ~10% of overall delivery sales within a year of launch – which moves us toward our ambition to reach ~25% of overall delivery sales. Integrated delivery has also significantly boosted new digital user acquisition and increased order frequency.

Developing the GMA Integrated (Flex) Delivery technology using a standardized global backend microservice makes it easily be extensible to any market worldwide. Close partnerships with Market Ops teams and our two global delivery service providers (DoorDash and UberEats), made for a smooth introduction of the GMA delivery fulfillment channel into restaurant operations. On the marketing front, this team successfully promoted delivery-specific offers, to drive trial and incremental ordering occasions, and integrated with global campaigns like the FIFA World Cup in early 2023.

- Samarth Agarwal
- Ann Chookaszian
- Trevor Davis
- David Ehrlich
- George Fadel
- Sarah Fatima
- Kian Wee Goh
- Lesley Hugh-Fong
- Rubeen Issa
- Jeremiah Jacobson
- Andrew Jones
- Jon Kirvan
- Britt Larsen
- Stefanie Lechter
- Jenny Matrasko
- Chris Miller
- Caryn Narvey
- Andrew Southey
- Sally Tran
- Chad Weaver

Labor Campaign – Mitigating Franchise Business Model Disruption

The National Labor Working Team led a multi-pronged strategy to protect the business model, ensuring no third party impacts our ability to meet the needs of our people or threatens a direct relationship with McOpCo or franchised crews. The California Campaign centered around our four pillars of Litigation, Legislation, People and Reputation, and put Owner/Operators at the center of the campaign messaging. Internally, a cross-functional executive Labor Steering Committee led the strategy and decision-making and the Labor Relations Legal Team, provided tools and resources to the System on labor campaigns and related issues. Externally, a team of leading CA campaign consultants, lobbyists, and pollsters developed and implemented a legislative engagement strategy, poll-tested messaging, and developed an aggressive public affairs campaign.

We engaged all 120 CA legislators in Sacramento and launched a multimillion-dollar paid media campaign that featured franchisees, including television, digital and direct mail. Franchisees across all QSR brands engaged in 3,000+ outreach to legislators. The multi-faceted approach included an earned media campaign with positive editorials, opinion editorials, press releases and press conferences featuring franchisees. This was bolstered by a coalition-building and grassroots campaign, including partnerships with 130+ social justice leaders like the NAACP, League of United Latin American Citizens, National Action Network, diverse business leaders and 275+ franchised restaurant businesses.

By year-end, we will launch a more robust early warning system and proactive legislative strategy. Given the ripple effect of labor-related issues, we will apply our approach to other states including New York, Illinois, Minnesota, and Colorado.

- Julie Adler
- Pamela Goldstein
- Alexa Hanaford
- Tiffany Kay
- Kristine Kazanovski
- Devon Largio
- Paul Luczak
- Jessica Lynam
- Nubia Murray
- Ashli Nelson
- Peggy Osterman
- Ariane Panter
- Lorena Perez
- Amanda Roberts
- Danny Sikka
- Staci VanDerSnick-Novack
- Rhoel Villamora
- Michael Vizza
- Nicole Warren
- Art Yoon

mCDP

McDonald's needed a world-class customer engagement platform that would empower our marketers around the globe to deliver more real-time, data driven experiences across marketing and ordering channels. mCDP combines mParticle and Braze technology to deliver on this objective and drive a more personalized experience for our customers.

A complex data and platform integration like mCDP is not a small project or initiative but takes a strong partnership across marketing, product and technology teams to build, deploy and ensure the marketers and agencies in markets can leverage these new tools and data. As part of the mCDP rollout in US and CA, the team has translated complex data into intuitive platforms for marketers to activate CRM and Personalization. In 2023, the team developed and tested over 50 campaigns, conducted over 60 hours of training sessions, and provided extensive support to ensure a smooth transition to the platform.

Market feedback has been positive, and when asked about how they saw mCDP impacting their team, most users stated that mCDP would bring the ability to unlock real-time data and personalize the customer experience. mCDP positions McDonald's to be the leader in the QSR space for customer relationship and engagement and will be the backbone of the MarTech stack for ArchOS for years to come.

- Manjit Bhasin
- Louis Bryja
- Marsha Castro-Smith
- Janet Davila
- Claire Devaney
- Franziska Fuentes
- Aryana Heit
- Jena Hess
- Chelsea Johnson
- Tim Kohlmeier
- Rick Lobue
- Jeff Mann
- Karen Novak
- Jeff Russo
- Michelle Scannicchio
- Marcellina Schreier
- Phanita Sudana
- Justin Williams
- Megan Zinka

McSmart

As inflation hit customers' wallets, the average out of pocket spend in QSR, especially for teens & tweens, was below McDonald's average. This McSmart team set out to solve this problem, beginning with a 4C analysis focusing on Consumer Insights as part of our holistic Affordability strategy (Customer experience, Strategic pricing, MyMcDonald's). The goal was to extend McDonald's leadership in affordability in dynamic market while remaining relevant with key audiences and driving guest counts.

Collaborating with international markets including Austria, France, Spain, and the Global and IOM teams, the McSmart team devised three new meal concepts: McFirst, McSmart, and McSnacks. These concepts were rigorously tested with consumers to assess their market viability. The McSmart (two Chickenburgers or Cheeseburgers, medium fries, and a soft drink for 5.99€) was the test winner, and demonstrates a strong commitment to our Core. The McSmart launched in February 2023 with outstanding results, including a 23% increase in incremental EVM growth, a 6.2% contribution to Q3-2023 comp sales, a 2.3% increase in net sales, and a 9% increase in average check. Customer perceptions of McDonald's affordability and value for money improved significantly, alongside notable gains in customer satisfaction, and increased visits from teens and tweens. It is designed to be simple for crew and restaurants to manage, which led to increased engagement among franchisees.

Thanks to the great cross-functional, cross-market collaboration, McDonald's Germany and first and foremost the German customers, are still benefiting from the cultural relevant McSmart platform – enjoying a strong ongoing business momentum, as well as delicious McSmart feelgood moments affordable and easy for everyone, every day.

- Julie Arizzi
- Stephanie Blum
- Sebastian Börsch
- Anna-Maria Branchadell
- Lara Busch
- Sonja Dirnböck
- Jan Fabian
- Andreas Forster
- Zhivko Gochev
- Johanna Hedrich
- Lisa Heuschneider
- Andreas Jülke
- Stephanie Leitner-Mayer
- Inigo Sanchez-Carvajales
- Elisabeth Schindler
- Sarah Schleichner
- Sandrine Seksik

Ready on Arrival

Ready on Arrival (ROA) makes Mobile Order & Pay (MOP) swift and hassle free – customers want to order ahead and have their food ready quickly when they get to the restaurant. The Global and US teams collaborated to pilot and launch this industry-changing solution across the US. This initiative demonstrated Horizontal Ways of Working across the System and ensured alignment across all levels – from tech and marketing to operations and frontline staff. Strong partnerships with Operator Committees and pilot markets were key to maintaining a grounded approach that considered the full spectrum of restaurant operations, including customer and crew experiences.

The revamped mobile ordering process (powered by ROA technology) enhances customer and crew interactions with digital and drive-thru services that deliver a faster, more seamless, and more intuitive experience. Shortly after launching ROA, there was sizeable uptick in app-based orders placed through MOP, as customers enjoyed the ease of ordering ahead and reducing wait times. This experience benefits customers and crew by providing a jump start on orders, relieving pressure on the kitchens and surprising and delighting customers... a win for all!

- John Cole
- Chris Conigliaro
- Luke Crawford
- Kelley Crismore
- Luke Dannells
- Gina Delisi
- Gareth Furness
- Bobby Gough
- Alex Grzybowski
- David Jacob
- Kyle Kappler
- Jon Kelly
- David Kim
- Chris Lizarraga
- Charlotte Mack
- Kristin Michna
- Tod Pfaffenberger
- Tony Reddel
- Tanya Yates
- Aishan Zhong

Sesame 1 Market Zero in Austria and Portugal

Our Point of Sale (POS) system is the backbone of restaurant operations. It takes orders from various channels like Drive Through, Front Counter, Kiosk, Mobile App, and Delivery, and efficiently routes them through our kitchen to ensure accurate and speedy service to customers.

Major initiatives such as Loyalty, ROA, and OAL rely heavily on updates and support from our POS system, and to quickly roll out global programs, it's crucial that all our restaurants use the latest version, called Sesame 1. Over the years markets have adopted different versions of our POS system, each with local configurations and hardware variations, making it a challenge to upgrade to Sesame 1. This team, comprised of members from Global, Segment, and Markets, collaborated to develop a scalable approach for deploying Sesame 1 across over 60 IDL and IOM markets.

After months of planning and preparation, the team led restaurant hardware upgrades to meet Sesame's requirements, created common frameworks and scripts to minimize the market-to-market variation, developed standard deployment and configuration tools, and improved the quality and stability of Sesame's code.

The results have been hugely successful, and the team deployed Sesame to the initial markets of Austria and Portugal in a short time with minimal issues. These markets are now enjoying stable operations, even during record-breaking guest counts, with positive feedback from staff and operators. Now, the team is gearing up for more market adoptions in 2024, demonstrating the power of collaboration between Global, Segment, and Markets.

- Sandeep Annamaneni
- Syed Chowdhury
- Tiago Coutinho
- Rachael Davies
- Simona Cherman
- Ramin Ghorashi
- Rogério Gonçalves
- Adam Gosling
- Matt Grant
- Chris Hart
- Kamal Jackson
- Nilan Jayasuriya
- Arman Manutischeri
- Adam Michalski
- Evariste Scholl
- Gina Siena
- Claudio Sousa
- Zachary Tankersley
- Eugene Ten
- Martin Woodward

Taiwan Good People Team

Facing the challenges of an aging society, Taiwan Good People Team strategically tackled labor shortages through a comprehensive approach, incorporating diversification of talent pools, people branding, and digitization via the Employee APP. To combat the competitive labor market in the Food & Beverage industry, the team initiated the Diverse Talent Pool project. In 2023, there was a 59.8% increase in elderly employees and a 38.3% increase in new immigrants. The Sunflower Project further underscored their commitment to inclusivity by successfully integrating over 350 individuals with disabilities into the workforce. These initiatives not only provided much-needed support to restaurants facing staff shortages but also showcased McDonald's dedication to social responsibility and workforce diversity.

The team expanded the talent pool through One-Stop hiring events, which included a VR exploration of McDonald's workstation to engage job seekers interactively and efficiently. This approach dramatically increased participation and recruitment numbers, doubling the previous year's figures. The successful model garnered government recognition and an award for promoting employment among senior citizens. Introducing Taiwan's own Employee APP enhanced the employee life cycle and engagement through easier access to information, streamlined hiring, and training through game-based learning. The app's success led to interest from other markets within the Asia Business Unit (ABU), with several adopting similar practices, including the "Family Tree" concept to foster a sense of belonging.

Overall, the Taiwan Good People Team's adaptive strategy effectively addressed the challenges posed by an aging workforce and labor shortages, transforming these challenges into competitive advantages. This approach not only aligns with McDonald's global goals but also sets a benchmark for innovation and inclusivity in the industry.

- Rose Chiang
- Howard Chen
- Daifen Chu
- Viviam Hsu
- Mars Huang
- Joanne Huang
- Anita Huang
- Sandra Kuo
- Liying Kuo
- Gloria Lee
- Purna Liu
- Michelle Shih
- Christina Tao
- Tobe Wang
- Albert Wang
- Cheryl Yu
- Phoenix Yu

UK & IRELAND S&OP Team

The global implementation of Sales and Operational Planning (S&OP) is a McDonald's enterprise priority aiming to enhance the speed and efficiency of global demand and supply planning. This initiative is designed to maximize buying scale, optimize supply and sales resilience, and improve agility in seizing new opportunities. In 2023, the S&OP team was pivotal in introducing S&OP in the UK&I as the initial market, while also creating blueprints for expanding deployment to additional markets and the broader McDonald's System.

This team developed a new planning cycle that brought together key market stakeholders to align supply with demand, and partnered with the Global Supply Chain Digitization team, to develop a scalable digital tool for S&OP planning and reporting. The results have been significant across all three legs of the stool, improving supplier forecast visibility by 69% and accuracy to 97.3%, leading to more efficient production planning and cost reductions. For customers and crew, the S&OP improvements have resulted in a 91% year-over-year reduction in restaurant out-of-stocks, a 10% improvement in accuracy, and a 50% reduction in residual write-off costs.

The ability to quickly and innovatively respond to market opportunities makes our promotions even more successful, like the October 2023 beef promotion, Philly Cheese Steak, which exceeded forecasts by 150%.

- Gareth Clements
- Jo Conlon
- Ian Davies
- Martin Dworschak
- Lisa Evans
- Katherine Flanagan
- Edward Hermes
- Fani Moustaka
- Tom O'Neill
- Patrycja Sarnet
- Mike Sattlak
- Anwar Taali
- Jonathan Wright