

# DRIVE-THRU EXECUTION MANUAL

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## 2020





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## **DISCLAIMER**

Please note that McOpCo employees should consider the information in this manual as company policy.

The materials in this execution manual are completely optional for franchisees. Although these materials contain certain references to owner/operators, these references are for demonstrative purposes only and are incorporated in an effort to assist franchisees in case they choose to implement any portion of these materials within their individual organizations. Franchisees are independent employers and each franchisee and each franchisee restaurant is unique. Therefore, franchisees may choose to use all, some, or none of the materials in this manual in operating their own McDonald's restaurant(s). If you work for a franchisee organization, please check with your franchisee or the person designated by your franchisee (for example, your General Manager), to determine whether and which of these materials apply to your organization.

Franchisees are alone responsible for all employment matters in their restaurants including, among other things, setting any requirements for jobs and all decisions concerning hiring, firing, discipline, supervision, staffing, and scheduling. Neither McDonald's Corporation nor McDonald's USA, LLC control or share in any decisions regarding franchisees' employees.



## Introduction

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### ABOUT THIS MANUAL

This manual presents the primary elements of Drive thru (DT) execution—DT configurations, crew positions and responsibilities, customer engagement, operational procedures, equipment, and technology—which, with strategic decision-making, will help you create an outstanding customer experience. You'll also find practical guidance to determine the best DT configuration for your restaurant, along with decision factors to help you modify the site layout as your business grows.

Additionally, you'll learn how to leverage a key capacity enabler, Pull Forward. This action enables the DT crew to direct customers to pull forward to a Fast Forward window, pull stall, or pull lane, where they receive their order when ready. Pull Forward “keeps the wheels moving” in your DT, prevents slowdowns in service, and helps you build capacity by ensuring a smooth, efficient customer flow. Pull Forward is applicable to all DT configurations and is integral to Fast Forward Drive thru (FFDT).

Helping your crew engage well with customers is vital to delivering an exceptional customer experience. You'll find practical, step-by-step guidance in the Drive thru Service Steps section of the Operations chapter, and in-depth discussion of core values that drive crew-customer interaction in the Customer Engagement chapter. You can coach your crew to move beyond scripts and interact with customers in a more authentic way which, in turn, reflects McDonald's evolving culture.

Equally critical to success is conditions-based thinking. This approach enables you to make strategic decisions based on your individual restaurant's conditions, local market conditions, and cost effectiveness. For a practical example of conditions-based thinking, see the Multiple Order Points Decision Matrix on page 87, which incorporates current and future conditions of your restaurant and marketplace into a systematic decision-making model.

To develop the full potential of your DT, consider adding multiple order points (MOP). The chapter Assessing the Need for Multiple Order Points, on page 82, helps you determine when to initiate this change and guides you through a data-driven decision process for the best configuration and layout.

In addition, you'll find a list of resources and a short glossary of acronyms and terms.

This manual also sets up your DT to be on-target for the Experience of the Future (EOTF), a global restaurant concept that accelerates the use of technology, enabling customers to experience McDonald's in the way they live their lives today—through tablets, touchscreens, mobile apps, and personally customized choices for order and delivery—while meeting the established standards of speed, accuracy, and delicious, freshly made food products.

Most important, this manual will enable you and your crew to create a customer-centric experience that makes customers feel welcomed, leverages business opportunities, and ensures a thriving, growing restaurant in the global marketplace.



## CONTACT INFORMATION

For questions, contact your Operations Lead.

## REQUIREMENTS TO LOCALIZE

Subject matter experts (SMEs) will need to insert specific materials that cover the following areas.

**Modify this list as needed.**

- Wi-Fi standards—Global standard is a restaurant network enabled with both 2.4GHz and 5GHz bands with the same service set identifier (SSID)
- Health code and disability code regulations (such as Americans with Disabilities Act [ADA])
- Building codes (safety and security)
- Station Observation Checklists (SOCs) (customizable)
- Variable Labor Hour (VLH) and positioning guides
- Technology requirements
- Have legal counsel review to confirm that the manual does not implicate any country-specific legal considerations
- Marketing requirements (setting up prices and promotions)
- Language translation and options
- Payment options

Marketing, Legal, and Information Technology (IT) global teams have agreed on a customer-friendly flow of the different product screens.

The illustrations used in this manual are for reference only and are not to be used as final construction drawings.

This manual was developed and is maintained by McDonald's Restaurant Solutions Group. If you have any questions about this manual, contact your Operations Lead.

## CONFIDENTIAL AND PROPRIETARY INFORMATION

This manual contains CONFIDENTIAL AND PROPRIETARY INFORMATION for the exclusive use of employees and licensees of McDonald's Corporation.



## Overview of Drive thru Configurations

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### THE FOUR BASIC CONFIGURATIONS

Today, more than ever, our customers are looking for the speed and convenience provided by the DT. Understanding the basic DT configurations will help you ensure the best customer experience, empower your crew, and grow your business for optimal results.

The four primary DT configurations are:

- Single-Lane DT
- Tandem DT
- Side-by-Side DT
- Fast Forward Drive thru (FFDT)

The following pages provide a short summary and an illustration of each of the four DT configurations. More detailed information on each configuration, including specific benefits and positioning guidelines, follows in individual chapters.

#### NOTE



All new restaurants should consider having FFDT. Existing restaurants can do a business analysis, working with the market lead, to determine the financial feasibility of a FFDT.





## SINGLE-LANE DRIVE THRU

Single-Lane DT is the most basic DT layout in the McDonald's system and the foundation for all DT configurations. This configuration has one lane, one order point that consists of a customer order display (COD), and two windows—one to take the cash, and one to present the food. Single-Lane DT has been the industry standard for over two decades and continues to successfully drive sales.



### NOTE



From the customer's perspective, the Cash window is the Pay Here window, and the Present window is the Pickup window.



## TANDEM DRIVE THRU

The Tandem DT configuration enables your crew to take two orders at the same time, using two separate CODs. A tandem configuration consists of one lane with two CODs, with one following the other in the customer flow. The COD closest to the Cash window is the primary COD; the one farthest from the Cash window is the secondary COD. The sequence in which cars enter the DT determines the order in which customers pay at the Cash window, receive their order at the Present window, and then leave. In Tandem DT, the sequence of cars, and the overall customer flow, stays consistent—never changes.



### NOTE



From the customer's perspective, the Cash window is the Pay Here window, and the Present window is the Pickup window.



## SIDE-BY-SIDE DRIVE THRU

The Side-by-Side DT configuration enables your crew to take two orders at the same time by using two separate CODs. With the side-by-side configuration, it is also possible for one car to pass another car that previously entered the DT, so that customers can pick up their order at the Present window as soon as it is ready. This enables the crew to deliver the order that is ready first, minimizing customer wait time, and providing flexibility in customer flow.



### NOTE



From the customer's perspective, the Cash window is the Pay Here window, and the Present window is the Pickup window.



## FAST FORWARD DRIVE THRU

The FFDT configuration enables the crew to direct a customer's car that is waiting at the Present window to pull forward to the Fast Forward window, a pull stall, or a pull lane, where their order is delivered when ready. Pulling a car forward opens a space at the Present window for the next car and keeps the customer flow moving, minimizing wait time. FFDT also enables the crew to present orders as soon as they are ready, including out of sequence, when necessary. FFDT ensures a better customer experience in the DT, particularly during peak times.

In FFDT, customers order from a COD, and then continue to the Cash (or Pay Here) window. Then they proceed to the Present window (Pickup window #1). At that point, depending on wait time, the crew can direct the customer to pull forward to the Fast Forward window (Pickup window #2), a pull stall, or a pull lane, where their order is delivered when ready.



### NOTE



From the customer's perspective, the Cash window is the Pay Here window, and the Present windows are the Pickup windows (including Pickup window #2, which is the Fast Forward window).



## Single-Lane Drive thru

### INTRODUCTION

Single-Lane DT is the original standard for all DT configurations. You should be familiar with this configuration before you consider other options. This section presents the main elements of Single-Lane, two-window DT—shift preparation, service steps, and operational requirements and recommendations.

#### NOTE



This information generally applies to Tandem DT and Side-by-Side DT configurations as well. The Hand-Held Order Taker (HHOT) device can be used for all of these configurations. Any differences are noted in the chapters that focus specifically on Tandem DT, Side-by-Side DT, and the HHOT device. For information about the FFDT, see the Fast Forward Drive thru chapter, page 38.



### BENEFITS OF SINGLE-LANE ORDER TAKING

A Single-Lane DT provides the following benefits:

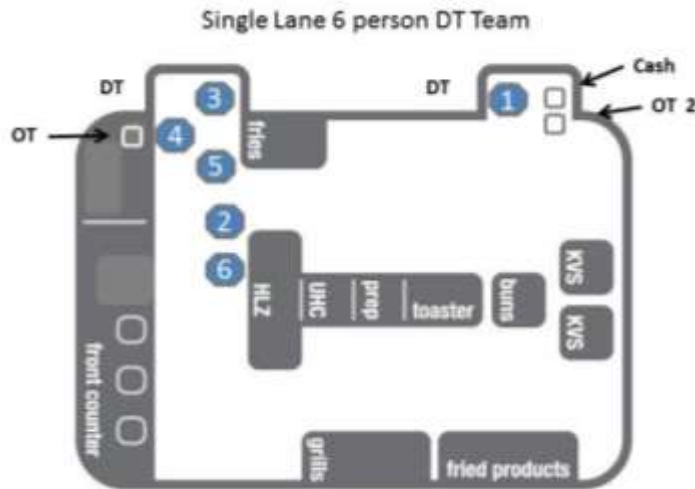
- A convenient and simple approach for customers
- Easy execution for managers and crew members
- Lowest cost approach that meets the capacity needs of many restaurants



## POSITIONING GUIDELINES

The following illustration and tables show recommended positioning for crew members in a Single-Lane, two-window DT configuration, with one to six crew members. The order taker can be positioned in either the Cash window or the Present window.

Your DT might require different positioning, due to specific market conditions.



### NOTE



In the positioning tables that follow, in the Shared/Secondary column, the italicized, underlined duties are shared and the non-underlined duties are secondary. Duties are shared only during lower-volume crew periods, with fewer than four crew members in the DT.



## 1 Drive thru Crew Member Positioning

Primary Duties		Shared/Secondary
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>	<ul style="list-style-type: none"> <li>Order taker</li> </ul>
Front Counter	<ul style="list-style-type: none"> <li>FC</li> <li>DT runner and presenter</li> </ul>	<ul style="list-style-type: none"> <li>DT order taker</li> </ul>
Shift Manager		<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew member to run orders for pulled cars</li> </ul>

## 2 Drive thru Crew Members Positioning

Primary Duties		Shared/Secondary
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>	<ul style="list-style-type: none"> <li>Order taker</li> </ul>
2	<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>	<ul style="list-style-type: none"> <li>Order taker</li> <li>Back-up FC</li> </ul>
Front Counter	<ul style="list-style-type: none"> <li>FC</li> </ul>	<ul style="list-style-type: none"> <li>Back-up DT</li> </ul>
Shift Manager		<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew member to run orders for pulled cars</li> </ul>



## 3 Drive thru Crew Members Positioning

	Primary Duties	Shared/Secondary
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>	<ul style="list-style-type: none"> <li>Order taker</li> <li>Stock</li> </ul>
2	<ul style="list-style-type: none"> <li>Runner</li> </ul>	<ul style="list-style-type: none"> <li>Drinks</li> <li>Presenter</li> </ul>
3	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Order taker</li> <li>Drinks</li> <li>Brewed coffee, McCafé (if not staffed)</li> </ul>
Shift Manager		<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew member to run orders for pulled cars</li> </ul>

## 4 Drive thru Crew Members Positioning

	Primary Duties	Shared/Secondary
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>	
2	<ul style="list-style-type: none"> <li>Runner</li> </ul>	
3	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Drinks</li> </ul>
4	<ul style="list-style-type: none"> <li>Order taker</li> </ul>	<ul style="list-style-type: none"> <li>Drinks</li> </ul>
Shift Manager		<ul style="list-style-type: none"> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>





## 5 Drive thru Crew Members Positioning

	Primary Duties	Shared/Secondary
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>	
2	<ul style="list-style-type: none"> <li>Runner</li> </ul>	
3	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Drinks</li> </ul>
4	<ul style="list-style-type: none"> <li>Order taker (in Present window)</li> </ul>	<ul style="list-style-type: none"> <li>Drinks</li> </ul>
5	<ul style="list-style-type: none"> <li>Coordinator of drinks and non-bagged items</li> </ul>	<ul style="list-style-type: none"> <li>Runner</li> </ul>
Shift Manager		<ul style="list-style-type: none"> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

## 6 Drive thru Crew Members Positioning

	Primary	Shared/Secondary
6	<ul style="list-style-type: none"> <li>DT expeditor at Heated Landing Zone (HLZ)—Bagging food for runners</li> </ul>	<ul style="list-style-type: none"> <li>Assist FC runner</li> </ul>

### Shift Positioning Tool

It is important to complete your shift positioning tool 24 hours before your shift. This gives you the opportunity to identify potential issues and resolve them before the shift—you need the right people, in the right place, at the right time.

#### NOTE



This manual includes examples of positioning recommendations, but you should follow the approved positioning tool for your market.



## Tandem Drive thru

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### TANDEM CONFIGURATION

The Tandem DT configuration enables your crew to take two orders at the same time by using two separate CODs.



In a tandem configuration, there is one lane with two CODs—one behind the other.

The COD closest to the Cash window is the primary COD; the one farther away is the secondary COD.

The order in which the cars enter the DT is same sequence in which the customers pay, receive their order, and leave. The order of cars in a Tandem DT never changes.

There are many good reasons to choose a tandem configuration for adding an order point:

- Increased capacity is needed, but not as much as required by Side-by-Side DT.
- Restrictions (physical plant, lot size, or municipal) can make Side-by-Side DT not feasible.
- Lower capital investment and quicker return on investment (ROI) than Side-by-Side DT.
- Ability to deliver multiple order taking all the time.

### BENEFITS OF TANDEM ORDER TAKING

A Tandem DT provides an additional order point, as well as the following benefits:

- Increases car counts—some restaurants have shown over 60 cars per day for tandem. This, in turn, can increase top-line sales, increase bottom-line results, and generally make the restaurant easier to run.
- Eases capacity issues if a restaurant with a single-lane configuration is operating well, but struggling to meet the demand. Single-lane capacity is only 100–120 cars per hour, while tandem is 120–150 cars per hour.
- Fills vehicle gaps in the lane between the COD and the Present window. A single-lane restaurant, running well, generally has only two or three cars that are in the lane after the order point. At peak periods, the DT might have a line at the COD that creates a danger zone (four or more cars in line behind the COD). Filling the gap after the order point reduces the number of cars waiting to order and reduces customer perception of a crowded lane and a long wait time.
- Enables the grill team to produce product at a steadier pace.
- Provides the customer with a faster total DT experience, encouraging them to return.



## POSITIONING GUIDELINES

Here you'll find positioning guidelines and the primary, shared, and secondary duties for Tandem DT. These guidelines are based on an optimized DT. You may need to adjust these guidelines, based on your particular DT layout.

At minimum, you'll need three registers in the DT for a tandem configuration—two in the Cash window and one in the Present window. Some restaurants have four registers—two in the Cash window and two in the Present window. In the latter case, both order takers would be positioned in the Present window, so that they can assist the other DT team members.

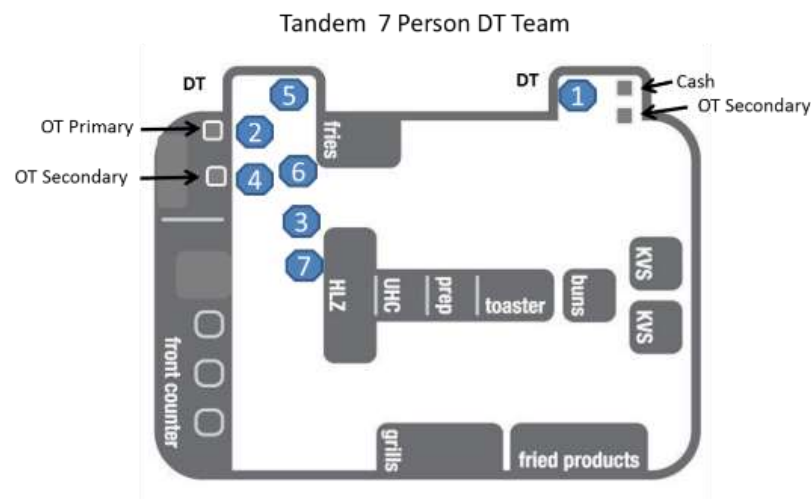
### NOTE



- A tandem configuration requires a minimum of two DT crew members. This is different from single lane, which requires only one DT crew member.
- This section includes positioning guidelines for the 4-register scenario and the 3-register scenario.
- These positioning guidelines incorporate shared and secondary duties. Assigning these duties during low volume is most effective, because this helps to keep each touch point of the DT moving.
- For Tandem DT, the primary duties are split and dedicated, at a minimum of five crew members.

## Four-register Positioning

The numbers in this section represent where you position the DT crew, based on DT staffing levels. With four registers, the secondary order taker may be positioned in either the Cash window or the Present window.





2 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>OT Secondary COD 2 and cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>OT Primary COD 1, runner, and presenter</li> </ul>		<ul style="list-style-type: none"> <li>Coffee, McCafé, and Back-up FC</li> </ul>
Front Counter		<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>	
Shift Manager			<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

3 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>OT Secondary COD 2 and cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>OT Primary COD 1</li> </ul>	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Coffee and McCafé</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>	<ul style="list-style-type: none"> <li>OT COD 2</li> </ul>	<ul style="list-style-type: none"> <li>Back-up FC</li> </ul>
Shift Manager			<ul style="list-style-type: none"> <li>Flexes into DT</li> <li>Assigns non-DT crew member to run orders for pulled cars</li> </ul>

4 Drive thru Crew Members Positioning	4 Registers
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Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"><li>• Cashier</li></ul>		
2	<ul style="list-style-type: none"><li>• OT Primary COD 1</li></ul>	<ul style="list-style-type: none"><li>• Presenter</li></ul>	<ul style="list-style-type: none"><li>• Coffee and Refrigerated</li></ul>
3	<ul style="list-style-type: none"><li>• Runner and presenter</li></ul>		
4	<ul style="list-style-type: none"><li>• OT Secondary COD 2</li></ul>	<ul style="list-style-type: none"><li>• Runner</li></ul>	<ul style="list-style-type: none"><li>• McCafé</li></ul>
Shift Manager			<ul style="list-style-type: none"><li>• Flexes into DT when needed</li><li>• Assigns non-DT crew members to run orders for pulled cars</li></ul>



5 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>OT Primary COD 1</li> </ul>	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Coffee and Refrigerated</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner</li> </ul>		
4	<ul style="list-style-type: none"> <li>OT Secondary COD 2</li> </ul>		<ul style="list-style-type: none"> <li>McCafé</li> </ul>
5	<ul style="list-style-type: none"> <li>Presenter</li> </ul>		<ul style="list-style-type: none"> <li>Coordinates drinks and non-bagged items</li> </ul>
Shift Manager			<ul style="list-style-type: none"> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

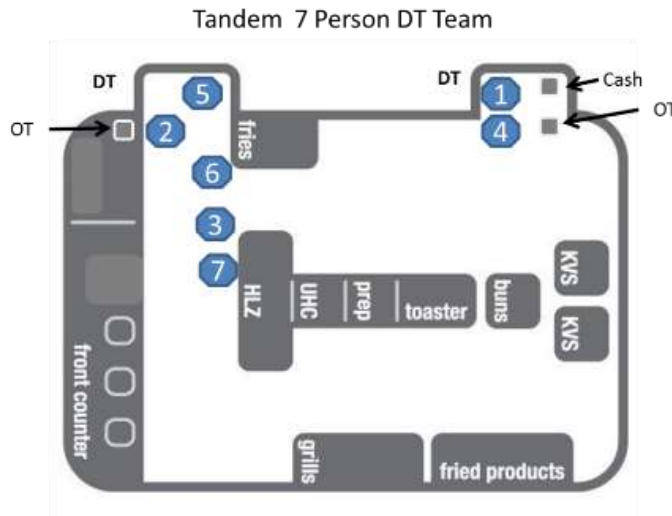
6 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
6	<ul style="list-style-type: none"> <li>DT Coordinator</li> </ul>		<ul style="list-style-type: none"> <li>Assist McCafé</li> </ul>



7 Drive thru Crew Members Positioning		4 Registers			
Primary Duties		Shared Duties		Secondary Duties	
7	<ul style="list-style-type: none"> <li>DT Coordinator</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>FC Order Assembly</li> </ul>		

### Three-register Positioning

The numbers in the tables represent where you position the DT crew, based on DT staffing levels.





2 Drive thru Crew Members Positioning		3 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Order taker</li> <li>Secondary COD 2 and cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker</li> <li>Primary COD 1, runner, and presenter</li> </ul>		<ul style="list-style-type: none"> <li>Coffee, McCafé, and Back-up FC</li> </ul>
Front Counter		<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>	
Shift Manager			<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>





3 Drive thru Crew Members Positioning		3 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Order taker COD 2 and cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker COD 1</li> </ul>	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Coffee and McCafé</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>		<ul style="list-style-type: none"> <li>Back-up FC</li> </ul>
Shift Manager			<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

4 Drive thru Crew Members Positioning		3 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker COD 2</li> </ul>	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Coffee and McCafé</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>		
4	<ul style="list-style-type: none"> <li>Order taker COD 1(Cash Window)</li> </ul>		
Shift Manager			<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

5 Drive thru Crew Members Positioning	3 Registers
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Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker Secondary COD 2</li> </ul>		<ul style="list-style-type: none"> <li>Coffee and McCafé</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner</li> </ul>		
4	<ul style="list-style-type: none"> <li>Order taker Primary COD 1 (Cash Window)</li> </ul>		
5	<ul style="list-style-type: none"> <li>Presenter</li> </ul>		<ul style="list-style-type: none"> <li>Coordinates drinks and non-bagged items</li> </ul>
Shift Manager			<ul style="list-style-type: none"> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

6 Drive thru Crew Members Positioning		3 Registers	
Primary Duties		Shared Duties	Secondary Duties
6	<ul style="list-style-type: none"> <li>DT Coordinator</li> </ul>		<ul style="list-style-type: none"> <li>Assist McCafé</li> </ul>



7 Drive thru Crew Members Positioning		3 Registers			
Primary Duties		Shared Duties		Secondary Duties	
7	<ul style="list-style-type: none"><li>DT Expeditor</li></ul>				<ul style="list-style-type: none"><li>FC Order Assembly</li></ul>



## Side-by-Side Drive thru

### SIDE-BY-SIDE CONFIGURATION

The Side-by-Side DT configuration enables your crew to take two orders at the same time, by using two separate CODs.



In a side-by-side configuration, there is a single lane that splits into two lanes.

Cars enter the DT lane and then can choose to drive into the primary lane (the lane closest to the restaurant) or the secondary lane (the lane farthest from the restaurant).

In a well-designed Side-by-Side DT, the cars distribute themselves relatively evenly between the primary and the secondary lanes.

The particular advantage of the side-by-side configuration is that one car can pass another car that entered the DT ahead of the first one.



In the picture to the left, imagine that the black car entered the primary lane and began to order. Then the white car entered the secondary lane and began to order.

If the white car finishes ordering before the black car, the white car pulls ahead to the Cash window. When the black car has finished ordering, it pulls forward and is now behind the white car as they continue through the DT.

### BENEFITS OF SIDE-BY-SIDE ORDER TAKING

A Side-by-Side DT with two order taking points provides the following benefits:

- Increases car counts—some restaurants have shown over a 100-car-per-day increase after moving to a side-by-side configuration. This, in turn, can increase top-line sales, increase bottom-line results, and generally make the restaurant easier to run.
- Eases capacity issues if a restaurant with a single-lane configuration is operating well and yet can't quite meet the demand. Single-lane capacity is only 100–120 cars per hour, while tandem is 120–150 cars per hour, and side-by-side is 150–180 cars per hour.



# Drive thru Execution Manual

- Fills vehicle gaps in the lane between the COD and the Present window. A single-lane restaurant, running well, generally has only two or three cars that are in the lane after the order point. At peak periods, the DT might have a line at the COD that creates a danger zone (four or more cars in line behind the COD). Filling the gap after the order point reduces the number of cars waiting to order and reduces customer perception of a crowded lane and a long wait time.
- Enables the grill team to produce product at a steadier pace.
- Provides the customer with a faster total DT experience, encouraging them to return.
- Enables cars that order more quickly to pass cars that order more slowly. This benefits the other customers behind the order points, because they are also able to progress more quickly.
- Eases car queuing issues by stacking two cars on each side of the Y formation. This effectively shortens the perceived stack on the lot and fills the lanes and the gap in front of the speaker.

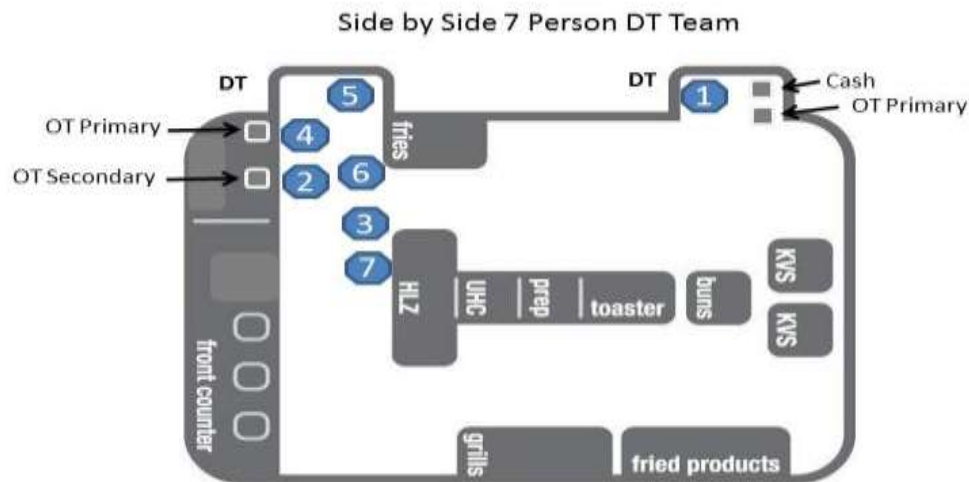
## POSITIONING GUIDELINES

Here you'll find positioning guidelines and the primary, shared, and secondary duties for Side-by-Side DT.

These guidelines are based on an optimized DT. You may need to adjust these guidelines, based on your particular DT layout

### Four-register Positioning

The numbers in the tables represent where you position the crew, based on DT staffing guidelines. With four registers, the primary order taker may be positioned in either the Cash window or the Present window.





2 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"><li>Order taker COD 2 Cashier</li></ul>		
2	<ul style="list-style-type: none"><li>Order taker COD 1 Runner and presenter</li></ul>		<ul style="list-style-type: none"><li>Coffee, McCafé, and Back-up FC</li></ul>
Front Counter		<ul style="list-style-type: none"><li>Runner and presenter</li></ul>	
Shift Manager			<ul style="list-style-type: none"><li>Flexes into DT when needed</li><li>Assigns non-DT crew members to run orders for pulled cars</li></ul>



3 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Order taker COD 2 and Cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker COD 1</li> </ul>	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Coffee and McCafé</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>	<ul style="list-style-type: none"> <li>Order taker COD 2</li> </ul>	<ul style="list-style-type: none"> <li>Back-up FC</li> </ul>
Front Counter			
Shift Manager			<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>



4 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"><li>• Cashier</li></ul>		
2	<ul style="list-style-type: none"><li>• Order taker COD 1</li></ul>	<ul style="list-style-type: none"><li>• Runner</li></ul>	<ul style="list-style-type: none"><li>• McCafé</li></ul>
3	<ul style="list-style-type: none"><li>• Runner and presenter</li></ul>		
4	<ul style="list-style-type: none"><li>• Order taker COD 2</li></ul>	<ul style="list-style-type: none"><li>• Presenter</li></ul>	<ul style="list-style-type: none"><li>• Coffee and Refrigerated</li></ul>
Shift Manager			<ul style="list-style-type: none"><li>• Flexes into DT when needed</li><li>• Assigns non-DT crew members to run orders for pulled cars</li></ul>





5 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker COD 1</li> </ul>		<ul style="list-style-type: none"> <li>McCafé</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner</li> </ul>		
4	<ul style="list-style-type: none"> <li>Order taker COD 2</li> </ul>		<ul style="list-style-type: none"> <li>Coffee and Refrigerated</li> </ul>
5	<ul style="list-style-type: none"> <li>Presenter</li> </ul>		<ul style="list-style-type: none"> <li>Coordinates drinks and non-bagged items</li> </ul>
Shift Manager			<ul style="list-style-type: none"> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

6 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
6	<ul style="list-style-type: none"> <li>DT Coordinator</li> </ul>		<ul style="list-style-type: none"> <li>Assist McCafé</li> </ul>

7 Drive thru Crew Members Positioning		4 Registers	
Primary Duties		Shared Duties	Secondary Duties
7	<ul style="list-style-type: none"> <li>DT Expeditor</li> </ul>		<ul style="list-style-type: none"> <li>FC Order Assembly</li> </ul>

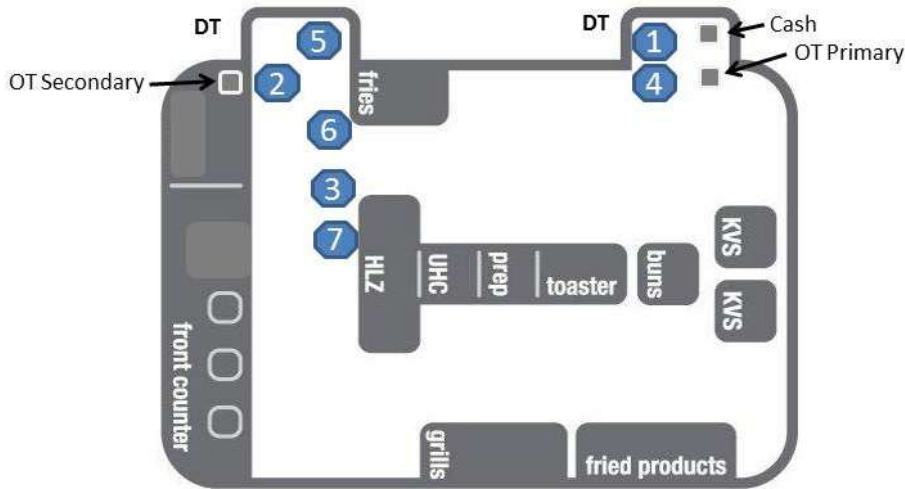


# Drive thru Execution Manual

## Three-register Positioning

The numbers in the tables represent where you position the crew, based on DT staffing guidelines.

Side by Side 7 Person DT Team



2 Drive thru Crew Members Positioning		3 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Order taker COD 2 and Cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker COD 1, runner, and presenter</li> </ul>		<ul style="list-style-type: none"> <li>Coffee, McCafé, and Back-up FC</li> </ul>
Front Counter		<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>	
Shift Manager			<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>



3 Drive thru Crew Members Positioning		3 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Order taker COD 2 and cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker COD 1</li> </ul>	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Coffee and McCafé</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>		<ul style="list-style-type: none"> <li>Back-up FC</li> </ul>
Shift Manager			<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

4 Drive thru Crew Members Positioning		3 Registers	
Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker COD 2</li> </ul>	<ul style="list-style-type: none"> <li>Presenter</li> </ul>	<ul style="list-style-type: none"> <li>Coffee and McCafé</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner and presenter</li> </ul>		
4	<ul style="list-style-type: none"> <li>Order taker COD 1 (Cash Window)</li> </ul>		
Shift Manager			<ul style="list-style-type: none"> <li>Flexes into DT when needed</li> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

5 Drive thru Crew Members Positioning		3 Registers	
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# Drive thru Execution Manual

Primary Duties		Shared Duties	Secondary Duties
1	<ul style="list-style-type: none"> <li>Cashier</li> </ul>		
2	<ul style="list-style-type: none"> <li>Order taker COD 2</li> </ul>		<ul style="list-style-type: none"> <li>Coffee and McCafé</li> </ul>
3	<ul style="list-style-type: none"> <li>Runner</li> </ul>		
4	<ul style="list-style-type: none"> <li>Order taker COD 1(Cash Window)</li> </ul>		
5	<ul style="list-style-type: none"> <li>Presenter</li> </ul>		<ul style="list-style-type: none"> <li>Coordinates drinks and non-bagged items</li> </ul>
Shift Manager			<ul style="list-style-type: none"> <li>Assigns non-DT crew members to run orders for pulled cars</li> </ul>

6 Drive thru Crew Members Positioning		3 Registers	
Primary Duties		Shared Duties	Secondary Duties
6	<ul style="list-style-type: none"> <li>DT Coordinator</li> </ul>		<ul style="list-style-type: none"> <li>Assist McCafé</li> </ul>

7 Drive thru Crew Members Positioning		3 Registers	
Primary Duties		Shared Duties	Secondary Duties
7	<ul style="list-style-type: none"> <li>DT Expeditor</li> </ul>		<ul style="list-style-type: none"> <li>FC Order Assembly</li> </ul>



## STORING THE ORDER WITH SIDE-BY-SIDE DRIVE THRU



The orders for the primary and the secondary lanes should not be stored until the car's front bumper has crossed the merge point line.

The merge point is the point at which two cars exiting each lane at the same time would meet. The merge point is marked by a painted yellow stripe.

If the order taker doesn't wait until the car has passed the merge point to store the order, the orders can get out of sequence. As a result, the runner then assembles orders out of sequence, but is not aware of it until the cashier receives payment. In addition, if the restaurant has an Automatic Beverage System (ABS), the ABS pours the beverage orders as stored, so they might also be out of sequence.

## SEQUENCING AND VIDEO CAPTURE

In a Side-by-Side DT, you can add cameras at the CODs that take photos of each car at the speaker and then match the photo up with the order on the Point of Sale (POS). These photos are used to verify that the car at the Cash window is the correct car. If the order has to be changed, the cashier must communicate to the DT team that the order has now changed position on the expo monitor to ensure that the customer receives the correct order.

Storing the orders at the correct time is the primary system for sequencing cars. Video capture can also be used to check sequencing. Storing the orders at the correct time by using the merge point monitor is the primary system for sequencing cars. If a restaurant relies only on the video capture, the cashier will be constantly moving orders around on the screens, causing confusion and order accuracy issues at the Present window.



## Fast Forward Drive thru

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### INTRODUCTION

Our evolving menu not only offers customers more choices, but also puts increased pressure on the DT. One of the primary causes of slow service is cars being held at the Present window, which prevents other customers from receiving their completed orders quickly and efficiently.

An FFDT configuration can improve execution of Pull Forward in the restaurant because it makes the process easier for the crew and is better received by the customer. Pulling cars forward consistently helps to build capacity, by keeping the DT operating quickly and smoothly.

Recent research indicates that when a car is pulled forward to a Fast Forward window, the cars behind the pulled car are over 30 percent more likely to complete their DT experience in fewer than five minutes total.

In the future, our service platform will evolve and customers will order remotely through various channels, such as Global Mobile App, web, and in-car navigation systems. Orders might even be delivered curbside. FFDT supports these emerging order and delivery methods.

#### NOTE



All new restaurants should consider having FFDT. Existing restaurants can do a business analysis, working with the market lead, to determine the financial feasibility of an FFDT.

For more information about Pull Forward, see the Pull Forward section in the Operations chapter, page 73.

### BENEFITS OF FAST FORWARD DRIVE THRU

An FFDT provides the following benefits:

#### Customer Benefits

- Faster delivery of orders to customers pulled forward
- Significantly less customer wait time behind cars at the Present window
- More customers complete their DT experience in less than 5 minutes
- Up to six cars can be served when a car with a larger order is pulled forward
- More consistent execution of the Pull Forward action by crew, so cars are pulled forward sooner and more frequently

#### Crew and Manager Benefits

- More efficient (crew no longer needs to leave the restaurant to deliver orders)
- Safer than standard DT, especially during 24-hour operations or inclement weather
- Easier to execute

#### Capacity/Speed of Service



# Drive thru Execution Manual

- Increases capacity during peak periods; able to capture more transactions (on average, serves an additional nine more cars during the lunch peak than standard DT)
- Pulling cars forward reduces the car stack in advance of the order points, minimizing or eliminating potential drive-offs

## **Flexibility for New Business Growth**

Specifically, Fast Forward layouts can be designed to:

- Include a hallway between the two windows, accommodating a beverage and dessert cell or other production platforms
- Accommodate McDonald's Delivery System (MDS)
- Support execution of mobile ordering and curbside delivery service
- Provide access between a McCafé situated in the dining area and the Fast Forward hallway, opening up the possibility of shared service between the areas

## **Positive Feedback from Customers**

Based on McDonald's research, customers in FFDT:

- Don't mind being pulled forward to another window, if this is practiced consistently and executed well
- Prefer being served via the Fast Forward Pickup window versus a pull stall or pull lane
- Feel that the DT is easier to navigate and more efficient
- Believe Fast Forward helps the restaurant run more efficiently



## FAST FORWARD DRIVE THRU CONFIGURATION

The FFDT configuration requires three windows.

### Fast Forward Drive thru



If you are adding a second Pickup window to accommodate FFDT, this requires additional changes:

- The restaurant should have two pull stalls identified on the lot.
- Each DT window should be clearly identified with the correct window signage to make it easier for the customer to follow directions.

### NOTE



In an FFDT:

- The Present window is now identified as Pickup window #1.
- The new Fast Forward window is identified as Pickup window #2.
- From a customer perspective, the Cash window is identified as the Pay Here window.





## FAST FORWARD DRIVE THRU CUSTOMER EXPERIENCE

The customer flow and crew functions of FFDT are the same as standard DT, until a customer is pulled forward.



1 Customer A (blue car, above) places order. The Order Taker asks customer to verify if order is correct on COD. Once verified, the customer is thanked and asked to proceed to the Pay Here window.



2 Customer A approaches Pay Here window.



3 Customer A is greeted; payment is taken, customer is thanked and then directed to Pickup window #1 by cashier.



4 Customer A is re-greeted by Presenter and informed that their order is not ready. The Presenter directs the customer to Pickup window #2 where their order will be delivered shortly.



5 Meanwhile customer B (white car) has placed their order, paid and approaches Pickup window #1. The Presenter greets customer B, presents the order, thanks them and asks them to return.



6 Customer B is able to exit the Drive Thru. Customer A is waiting for their order to be delivered at Pickup window #2.



7 When customer A's order is ready, the Delivery Person greets the customer at Pickup window #2, presents the order and asks the customer "Are you all set?" Once customer A verifies their order is correct, the Delivery Person ends the transaction by thanking the customer and asking for return business.



## FAST FORWARD DRIVE THRU POSITIONS AND RESPONSIBILITIES

There are three primary crew positions in FFDT execution:

- Runner — A member of the FFDT team
- Presenter — A member of the FFDT team
- Designated delivery person — Not a direct member of the FFDT team

The following table summarizes the responsibilities and specific actions for these three crew positions:

Position	Responsibilities
<b>Runner</b>	<p><b>Communicates to the presenter</b> After payment, if the complete order is not ready when a customer approaches Pickup window #1, the runner promptly decides and communicates to the presenter to direct the customer to Pickup window #2 or pull stall (if Pickup window #2 is occupied). This keeps the DT moving. <b>Tip:</b> The runner must act promptly. Do not hold the customer at Pickup window #1 for an extended period of time.</p> <p><b>Assembles the order</b> The runner assembles a pulled order and hands off the completed order to a designated delivery person.</p> <p><b>Communicates to the presenter</b> The runner communicates to the presenter to bump the order off the DT monitor immediately after handing off the order to the delivery person.</p>
<b>Presenter</b>	<p><b>Communicates to the customer</b> As the customer approaches Pickup window #1, the presenter greets the customer with a smile and makes eye contact. If the order is not ready, the presenter says, "Hi, we are still preparing your Big Mac (for example); your order will be ready in just a few minutes. Please pull up to Pickup window #2 (or pull stall, if Pickup window #2 is occupied) and your order will be delivered to your car shortly. Thank you." The presenter directs the customer where to go by pointing in the direction of the pull area with a clearly extended arm and hand. The presenter presses the <b>Hold</b> button on the bump bar to signal to the crew that there is a car pulled.</p> <p><b>Communicates to the shift/service manager</b> The presenter notifies the shift/service manager if it is necessary to pull a third car forward, because this indicates a possible issue in the production or assembly area. <b>TIP:</b> The presenter should never pull forward more than three customers.</p> <p><b>Communicates to the customer</b> If the customer's wait time is expected to be longer than five minutes, follow all procedures above and communicate to the customer when you expect their order to be ready.</p>



<b>Delivery Person (Assigned by Shift Manager as a secondary duty)</b>	<b>Presents complete order</b> The delivery person receives a pulled order to be delivered from the runner and verifies that the order is complete. Then the delivery person takes the order to the car in the pull stall (or pull lane), greets the customer with a smile, thanks them for their patience, and presents the order saying, “Hi/hello, here is your order.” The delivery person hands the customer the food order first, followed by the beverages. <b>Confirms customer is satisfied with order</b> Verify that the order is complete. After asking the customer, “Are you all set?”, the delivery person waits for the customer to give a verbal or visual cue that they do not want anything else. At that point, thank the customer and ask for return business. <b>Communicates with the DT team</b> The designated delivery person wears a headset to stay in contact with the DT team. <b>Assists with desserts and beverages, as needed</b>
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## ADDITIONAL DRIVE THRU POSITIONS

During peak periods, you may need to add two crew positions to ensure that held orders (orders not yet completed) are expedited as quickly and efficiently as possible.

### Drive thru Coordinator

The DT coordinator wears a headset and is positioned to observe the DT crew as closely as possible. The coordinator takes on a leadership position, providing moment-to-moment directions to crew members to ensure efficient customer flow, accurate completion of procedures, and coordination of food and beverage orders in appropriate areas. The coordinator also assists with desserts and beverages, as needed.

### Drive thru Expeditor

The DT expeditor wears a headset and is positioned at the Order Assembly Table (OAT)/Heated Landing Zone (HLZ). The expeditor uses an expeditor monitor to identify the next order to assemble, places products in a bag, and prints the receipt (pick ticket) while the runner is completing the previous order. The expeditor also communicates to the runner when a product is not available, so that the runner can decide whether to pull the car forward.



## PRIMARY LAYOUT OPTIONS

There are four ways an FFDT can be added to an existing restaurant's layout, shown in Options A–D, below. All layouts incorporate the addition of a second Pickup window and accommodate a range of different DT building designs.



### A. Fast Forward Hallway with Parallel Beverage Cell

A dedicated hallway runs from Pickup window #1 (existing Present window) in the DT to Pickup window #2 (the new Fast Forward window). The hallway includes a beverage and dessert cell and a door that provides crew access directly to the parking lot. Recommended for new and existing locations.



### B. Fast Forward Hallway

A narrow hallway runs from the existing Pickup window #1 to Pickup window #2. The hallway includes a door that provides crew access directly to the parking lot. Suitable for new or existing locations.



### C. Fast Forward Vestibule Window

A second Pickup window located in the dining area entry/exit vestibule. Suitable for locations with site constraints that cannot accommodate Options A or B. Recommended for existing locations.



### D. Fast Forward Dining Area Window\*

A second Pickup window located in the dining area. Suitable for locations with site constraints that cannot accommodate Options A–C. Recommended for existing locations.

\*Option D requires market approval (Operations and Design)

- Option A is recommended for new and existing restaurants and should be considered part of the new restaurant standard. This option strategically positions restaurants for future growth, can be optimized to accommodate MDS, and improves crew productivity.
- Option B is suitable for new or existing restaurants if the building cannot accommodate Option A.
- Options C and D can be considered as solutions for existing restaurants if the site or building can't be converted easily, or cost-effectively, to Option A or Option B.



# Drive thru Execution Manual

## Option A: Fast Forward Hallway with Parallel Beverage Cell

This layout has a connected hallway running from Pickup window #1 to the new Fast Forward Pickup window #2. The hallway includes space for a beverage and dessert cell and an external door that provides access for the DT crew.

To learn more about the beverage and dessert cell, visit AccessMCD ([www.accessmcd.com](http://www.accessmcd.com)) or contact your Operations Lead.



### Fast Forward Option A is ideal for markets and restaurants with:

- High unit movement of beverage/dessert items
- Future menu expansion planned for beverage and dessert offerings
- Equipment area at a center island that cannot expand to meet menu growth
- Length of real estate tenure and economics favorable to building or site investment
- High DT business or projected high growth in DT business
- Significant 24-hour DT business
- Sufficient seating in dining area
- Large orders or complex menu items
- Plans to add MDS in the future
- Plans to add mobile ordering and curbside delivery service in the future
- Plans to update new restaurant building footprint standards, or a remodeling project in the future
- Site and building meets Red standards (see the *Fast Forward Development Manual*)



# Drive thru Execution Manual

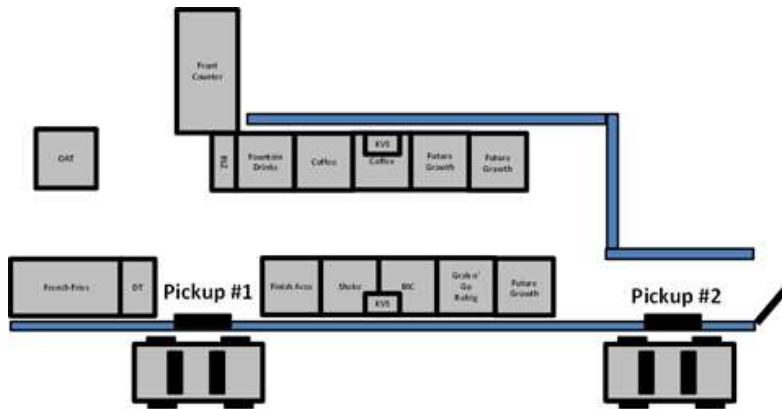


Illustration only.  
Not to scale.  
Equipment positioning may vary  
by market.  
Payment window not pictured.

## Option B: Fast Forward Hallway with Second Pickup Window

Layout Option B has a dedicated, narrow hallway running from the existing Present window to a second Pickup window where cars can pull forward to wait for orders. The hallway includes an external door so the crew can access the parking lot to deliver orders to pull stalls or pull lanes. This option offers the benefit of a connected hallway between the Pickup windows for the DT to ensure ease of operations for the crew. This solution is ideal for locations where the restaurant is constrained, is limited in space, or where it is not cost-effective to implement Option A. If a restaurant has a current DT window bump out from the building, this design can be built by converting the window into a hallway. This layout also supports mobile ordering and curbside delivery service.





# Drive thru Execution Manual

**Fast Forward Option B is ideal for markets and restaurants with:**

- High DT business or projecting high growth in DT business
- Large orders or complex menu items
- Significant 24-hour DT business
- Anticipated mobile ordering and curbside delivery service in the future
- Markets considering Fast Forward layouts for locations that require remodeling or refurbishing
- Site and building meet Red standards (see the *Fast Forward Development Manual*)
- Length of real estate tenure and economics are favorable to building or site investment

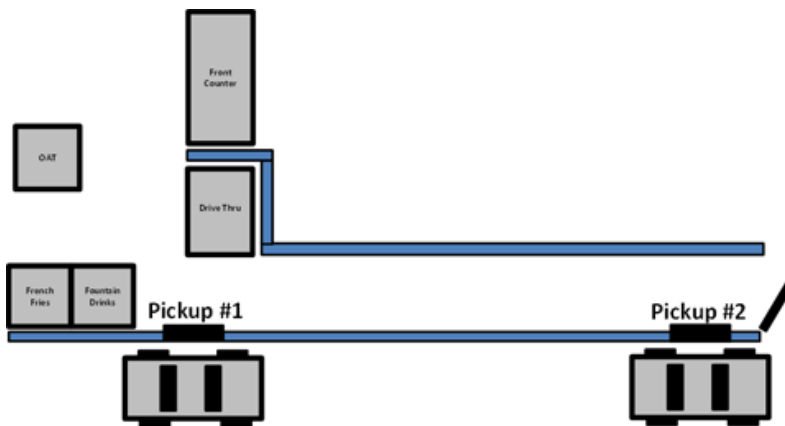


Illustration only.  
Not to scale.  
Equipment positioning may vary  
by market.  
Payment window not pictured.



# Drive thru Execution Manual

## Option C: Fast Forward Vestibule Window

A second Pickup window in the entry/exit vestibule can be added if site constraints make it impossible to add a second Pickup window with a dedicated hallway. The vestibule makes it unnecessary to eliminate seating in the dining area and includes a built-in condiment center at Pickup window #2.

The building must be flush to the DT lane and have no obstructions permitting cars from maneuvering up close to the DT windows.



### Fast Forward Option C is ideal for markets and restaurants with:

- High DT business or projected high growth in DT business
- Large orders or complex menu items
- Significant 24-hour DT business
- Limited space in the dining area that cannot accommodate Option A
- Site layout/design of building would require significant investment to add a hallway
- Structural solutions cannot be executed to meet ROI for Options A or B
- Site and building meets Red standards (see *Fast Forward Development Manual*)

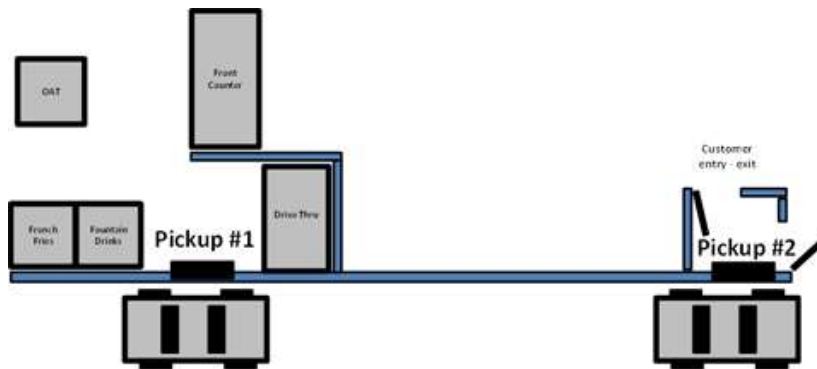


Illustration only.  
Not to scale.  
Equipment positioning  
may vary by market.  
Payment window not  
pictured.





# Drive thru Execution Manual

## Option D: Fast Forward Dining Area Window

A second Pickup window in the dining area is a viable option. This design provides the same benefits of FFDT from a customer perspective, but the seating plan inside the restaurant might need to be adjusted to accommodate the second Pickup window. Option D includes a built-in condiment center at Pickup window #2.

The building must be flush to the DT lane and have no obstructions that prevent cars from maneuvering up close to the DT windows.



\*Option D Requires market approval (Operations and Design)

### Fast Forward Option D is ideal for markets and restaurants with:

- High DT business or projected high growth in DT business
- Large orders or complex menu items
- Significant 24-hour DT business
- Site layout/design of building would require significant investment to add a hallway
- Structural solutions cannot be executed to meet ROI for Options A or B
- Site and building meet Red standards (see *Fast Forward Development Manual*)

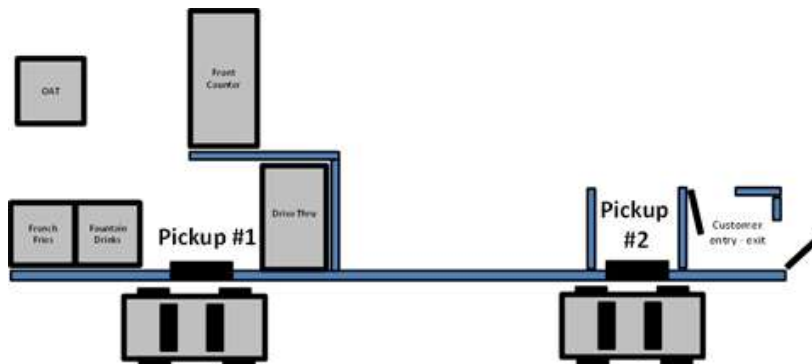


Illustration only.  
Not to scale.  
Equipment positioning may vary by market.  
Payment window not pictured.



## Optimal Layouts Supporting Brand Extensions



Design layout can be optimized to allow access to and from a McCafé area



Design layout can be optimized to support MDS

Option A—Fast Forward Hallway with Parallel Beverage Cell, Including Access to Global McCafé







# Drive thru Execution Manual

The MDS station, positioned behind the beverage cell in the Fast Forward Hallway, provides space for delivery preparation, order staging, and a separate POS for MDS, if needed. This layout can also be optimized to include access to a McCafé in the dining area.

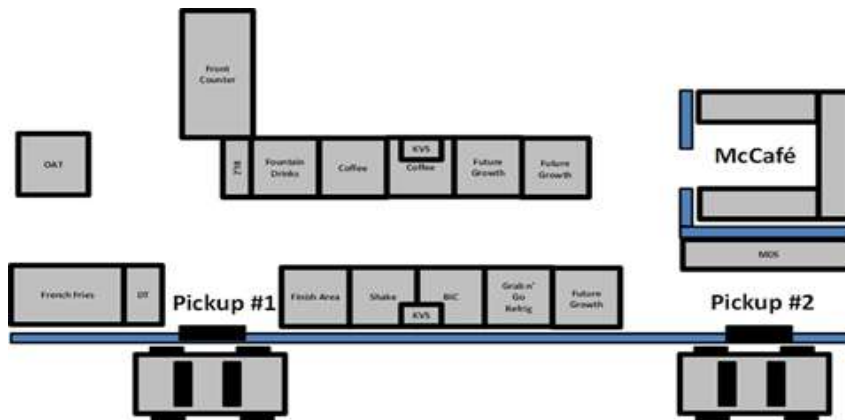


Illustration only.  
Not to scale.  
Equipment positioning may vary by market.  
Payment window not pictured.



## EQUIPMENT

### Condiment Centers

#### Condiment Center at Pickup Window #

A condiment center is required at Pickup window #2 for all FFDT configurations. The condiment center can be built into the wall or free-standing. This enables the delivery person to immediately fulfill customer requests for missed or additional condiments without causing further delay.

DT Options A and B can have either built-in or free-standing condiment center at Pickup window #2.



DT Options C and D\* (window located in vestibule or in the dining area) require a built-in condiment center at Pickup window #2 that is accessible only for crew use.



\*Option D requires market approval (Operations and Design)



## DIRECTIONAL SIGNAGE FOR FAST FORWARD DRIVE THRU

### Dedicated Pull Forward Stall Signage

The lot should be designed for two cars to be pulled into pull stalls.



### Fast Forward Building Directional Signage

Each restaurant should have directional signage for the Pay/Pickup window #1 and Pickup window #2.

Language: Order Here (optional), Pay Here, Pickup 1, Pickup 2.

Vertical signage in customers' sight lines can add further directional guidance.



Pay Window Pickup Window #1 Pickup Window #2

### Signage Specifications Resource

To learn more about signage specifications, visit AccessMCD (<http://www.accessmcd.com>) or contact your Operations Lead.



## Customer Engagement

### INTRODUCTION

Helping your crew engage well with customers is critical to delivering an exceptional customer experience. Customers tell us that they want to interact with crew members who are genuine, not following a script. You can empower your crew to move beyond suggested scripts and interact with customers in a more expressive, authentic way.

Giving your crew more autonomy, paired with active coaching, helps them to create a customer-centric experience and build return business. It also positions your crew as leaders in their roles, encouraging them to think proactively and to take responsibility for their actions. Equally important, this approach reflects the core values of McDonald's current culture.

#### NOTE



For practical, step-by-step instructions to guide your crew through customer interactions in the DT, see Drive thru Service Steps in the Operations chapter, page 62.

### CORE VALUES OF CUSTOMER ENGAGEMENT

The core values of customer engagement originate from the core values of McDonald's evolving culture. Here are some of the vital ways our culture has changed:

From	To
Serving burgers	Creating feel-good, memorable moments
Operationally led	Customer driven
Working in silos	Integrated teams
Bureaucratic, overly complex	Lean, efficient, simple
Micromanaging your team	Coaching, empowering, and trusting your team



Help your crew embody these values by expressing them in terms of practical customer interaction:

- We aim to make every visit special for our customers
- Great service depends on the relationship you create between yourself and the customer
- Customers are individuals and appreciate being treated individually
- Scripts are useful, but it's even better to speak authentically and personally to the customer
- The more real and expressive you are, the more the customer will respond to you
- It's important to be professional, organized, and efficient
- It's equally important to be warm and welcoming
- Customers who feel welcomed and appreciated are more likely to pay attention to your words as you guide them through interactions, and they are also more likely to return

## READ AND RESPOND TO CUSTOMERS

Show your crew how to read customers accurately and respond appropriately by focusing on these five areas:

1. Empathy—Try to understand the customer's feelings and show you understand them.
2. Joy—Show genuine happiness during the interaction and ensure a positive experience.
3. Body language—Learn to watch customers' facial expressions and physical cues. Don't depend on their words to tell you everything.
4. Initiative—Take action to make things right for a customer.
5. Confidence—Trust your instincts to handle challenging situations capably.

### Role-play

If your crew needs practice in these areas, try role-playing, with crew members taking the parts of customers and crew in specific situations. This can be creative and fun, can increase your crew's confidence in taking the lead in interactions, and can add to the general sense of teamwork and camaraderie.

The crew should aim for a balance between self-expression and respect for customers.

Possible role-playing scenarios:

- Create memorable moments: Role-play specific steps in the customer flow and see how the crew member can make each experience special for the customer, without the usual scripts
- How many ways can you say "Hello"? Or "Thank you, have a nice day"?
- Role-play a crew member with a customer, focusing on challenging scenarios:
  - Customer keeps changing their order; customer has unusual requests
  - Unexpected delay in wait time
  - Wrong order is delivered to customer

## ENHANCE THE CUSTOMER EXPERIENCE

There are natural, human gestures that your crew can add to improve the customer experience in the DT. These simple, added touches—known as *hospitality gestures*—show customers that we care and reinforce a customer-centric focus for the crew. Distinct gestures also support shift management because they are more observable from a distance than verbal expressions.





## Initiate the Greeting

Let the customer know that you acknowledge them and they are welcome:

- Proactively greet customers before they greet you
- Use a small hand gesture, in addition to making eye contact and smiling
- Show your full face to the customer (not your profile)
- Greet regular customers by name, sometimes including “Nice to see you again!”
- Greet children separately
- Express yourself; don’t use the same words or gestures to greet every customer

## Take the Order

Let the customer know that you are ready to serve them:

- Raise your hand to show you’re ready to take their order
- Acknowledge regular orders in a friendly way
- Be energetic and enthusiastic; this creates a positive atmosphere and saves time
- As you continue the interaction, be pleasant and natural, adapting your tone and language to the individual customer

## Return the Change

Ease the transaction for the customer:

- Verbally cue the customer, with a friendly smile: “Here’s your change!”
- Use two hands, making it easier for customers to receive their change
- Deliver the change and then the receipt, separately

## Direct and Orient the Customer

Provide the customer with clear cues for the next step in the DT customer flow:

- Smile and point to the next window with your hand and say, “Please pull forward to the Pickup window!”
- If you’re directing the customer to pull forward to a pull stall or pull lane, be sure to point out the location clearly and direct the customer there safely.

## Present the Order

Show the customer that you care about them and the food that you are serving:

- As you present the order, smile, and highlight part or all of the order with a vivid description: “Here’s your Big Mac meal, with hot fresh fries!” or “Enjoy your ice-cold Strawberry Banana real-fruit smoothie!”
- Describing the order also confirms order accuracy for the customer
- Show your full face to the customer (not your profile)
- Keep your hand on the bag until the customer accepts it



## Thank the Customer, Offer a Farewell, and Ask for Return Business

Let the customer know that you appreciate their business and look forward to seeing them again:

- Smile and express yourself; find different ways to say “Thank you, come back again!”
- If there are children in the car, wave goodbye to them
- Be the last one to turn away from the customer. This shows the customer that they have your full attention, and saves time if they have additional requests

## COACH YOUR CREW

Active coaching and encouragement will help your crew excel in customer engagement. Try taking these actions:

- Remind the crew to take advantage of all opportunities to engage the customer, such as when the debit/credit is processing or there is a slight delay in the line moving
- Describe and give examples of interactions that balance the crew member’s self-expression with respect for the customer
- Provide guidance on the customer interaction elements needed for each service step without scripting the actual words
- Recognize crew members who are engaging with customers effectively, in front of their peers
- Offer additional guidance and be available for any crew member who needs it
- Ask crew members who excel in this area to mentor others who are finding their way
- Reinforce your crew members by expressing your appreciation and confidence in their efforts
- Remember to have fun! Role-playing, special incentives, and similar activities can help you and your crew approach the challenges of customer engagement positively and with real pay-offs



## Operations

### INTRODUCTION

This chapter covers operational procedures—shift preparation and management, targets, service steps—that apply to all DT configurations, as well as operational procedures that apply to specific DT configurations and to the HHOT device.

### HOW TO READ A DRIVE THRU POS REPORT

The POS report contains very useful information. Do you know how to decode it?

To create a DT Order End to Present End (DT OEPE) report, use an inactive key station and do the following:

- Select **Manager** button.
- Enter the correct passwords.
- Select **Manager Reports**.
- Select **Service Reports**.
- Select **DT/S Report**.
- The report is displayed on the screen.
- Select **Save, Print, or Return to previous screen**.

```

=====
STORE# 99999 POS# 99
STORE NAME
BUSINESS DATE: MM/DD/CCYY
MANAGER: 999 MonDD'YY (Day) hh:mm
=====
DRIVE-THRU SALES REPORT - HOURLY
=====
TIME    CARSV  PRODSALE  T/C  AVG  TOTL  OEPE%  PFWD%
11:00   59     349     58   7.27 121   72%   10%
12:00   88     414     23   7.42 104   82%   14%
13:00  110     26     23   1.8  38    78    12
TOTAL   588    3368    589   5.72 164   52%   11%
DR AVG  588     23     39    25    77   141   62

PRESET
OEPE    120
=====
PRINTED ON 07/28/2016 13:30:37
=====

```

#### Acronyms Used in the POS Report

TIME	Time segments of the day.
PRODSALE	Net sales for the time period.
T/C	Transactions for the time period.
AVG	Average check for the time period.
TOTL	Average total time for an order from start to served for the time period.
OEPE%A	Number of transactions that achieved OEPE of 120 seconds.
PFWD%	Percent of transactions that were pulled forward for the time period.
CARSV	Cars served for the time period.
OT	Average order taking time for the time period.
OECB	Order end to cash begin. Line time is the time elapsed from when the order is stored to when the order is recalled.
CASH	Average cashiering time for the time period.
PSNT	Average present time for the time period (drawer close to order served)
OEPE	Order end to present end. Average time from order end (on store) to present end (order served).



PFWD	Average total time for orders pulled forward
FOOTER	Accumulates the total for the business day.
PRESTS	Targets that are used to compare which orders have exceeded the preset values.

## SHIFT PREPARATION FOR DRIVE THRUS

### Pre-shift Checklist

Completing a thorough pre-shift checklist ensures a smoothly running shift. When you review your pre-shift checklist, identify possible issues and proactively fix them in advance of the shift. You can also provide the crew with guidance to address any issues.

Generally, a pre-shift checklist should include:

- The shift manager’s travel paths
- COD display—Orders correctly displayed?
- COD speaker—Clear audio for both customers and crew?
- Crew—Correct positions? Ready to greet and serve customers in a friendly, efficient way?

Wear a headset so you can verify the quality of audio and interaction for customers and crew.

#### NOTE



The guidance above is specifically for shift managers.

## Setting and Communicating Targets



### Set Your Targets

It is important to set realistic, but optimal, targets for the crew on each DT shift. Without targets, the crew has no clear goals and will be less motivated to perform well. Also, the more you involve your crew, the better they perform.

You should set targets for car counts and for sandwich counts in the production area. Remember that the kitchen is the engine that keeps your DT moving; without food coming up quickly, you cannot build capacity in the DT. Pull target reports every 15 minutes and let the crew know how they are doing towards the targets. Observe the crew in action, and be prepared with suggestions for how the crew can meet or exceed their targets.



Here is an example of a target chart:

Example Targets	Targets	Actual	(+/-) Performance
Peak Hour Guest Count DT			
Peak Hour Guest Count FC			
Sandwich Counts			

## Recognize Your Crew for Meeting Targets

When the crew meets the targets you set for them, recognize them for a job well done. Recognition can be as simple as saying “Thank you,” or giving them a free dessert. Let the crew know that you appreciate their hard work. You could also post a congratulatory note in the crew room when a target record has been broken to spread the news and congratulate the team that did it. Or set up a contest among your crew and/or shift managers for breaking car count records.

### TIP



With targets, be careful what you ask for. For example, if you set a target for OEPE, and your crew starts serving orders off the monitor early, this doesn’t help. On the other hand, if you set a target based on Transaction Counts (TCs)—all transactions completed in the DT—you might gain the added benefits of increased sales and guest counts (GCs).

## Primary, Shared, and Secondary Duties

DT crew members can be assigned primary, shared, and secondary duties. The four consistent positions in DT operation are order taker, cashier, runner, and presenter. Even if your DT staff totals fewer than four people, these positions must be filled. By encouraging your crew to perform shared and secondary duties during low volume periods, you can keep the whole team focused on optimizing the customer experience and growing your DT capacity.

### Primary Duties

Crew members must commit to their primary duties first, according to their assigned position (order taker, cashier, runner, or presenter). These primary duties are tailored to ensure that the customer is your crew’s number one priority.

### Shared Duties

Generally, these are primary duties—order taking, running, and presenting—that can be designated as shared duties during low volume periods, and when there are fewer than four DT members.

### Secondary Duties



Secondary duties are performed when crew members are not occupied with their primary or shared duties. These duties are typically support activities that can be done quickly to help other DT crew members, with prompt return to the primary duty. These duties include preparing drinks, organizing drinks, brewing coffee, preparing shakes or frozen desserts, and stocking the DT area.

Strategic use of shared and secondary duties enables your crew to function better as a team. This enables them to be able to take better care of your customers' meals.

To effectively coordinate primary, shared, and secondary duties, everyone on the DT team and everyone who is supporting the DT team should wear a headset.

## DRIVE THRU SERVICE STEPS

When crew members are trained in DT, they learn the basic steps of DT service. To ensure the best possible customer experience, you also can coach your crew in target times and accuracy by using the following steps, which include tips for keeping the customer at the center of the DT experience.

The target times are general guidelines only. Make sure your crew understands that the quality of the customer experience should never be compromised for the sake of meeting target times.

For service steps specific to Pull Forward, see the Pull Forward section in this chapter, page 73. For an in-depth discussion of customer communication, see the chapter Customer Engagement on page 55.

### Order Taker Smiles and Greets the Customer



**Ten seconds** is the maximum time a customer should wait for a greeting from the order taker. The target is to greet every customer as soon as the vehicle stops at the COD.

Let the customer hear the smile in your voice. Be yourself; create your own, short, friendly greeting and vary it. Sound as if you are greeting a friend you haven't seen for a long time.

Be personable—"May I take your order?" is not a greeting. Instead, say "Hi, may I help you?" or "Good morning, may I help you?" Be brief. Remember that every word said adds additional wait time for that customer and everyone else in line. A smile takes no time at all.

### Order Taker Takes the Order



**Twenty-five seconds or less** is the target for order taking time.

Most accuracy errors occur during the order taking process. How can you ensure accuracy?

#### Let the Customer Order and Do Not Interrupt

When you interrupt customers, they lose their train of thought and feel rushed. This can ultimately take them longer to finish the order. This, in turn, affects customer satisfaction and sales. Instead, stop talking and listen to the customer carefully. You might feel as if you're going slower, but the customer orders faster if you don't interrupt them.

Listen and enter the order on the POS register as the customer states the order. Take the customer literally—if they order a #1 Extra Value Meal (EVM), enter a medium-sized order, which is the standard.



When using Enhanced Order Taking (EOT), a product build menu appears at the top of the screen to remind you what to select to build the menu item. You should do this when the customer has finished placing the order. For example, if a customer has not specified crispy or grilled chicken, a wrap flavor, or a milk preference with McCafé beverages. In these cases, you need to ask questions to complete the order. The EOT prompts you with these questions.

## Determine Order Accuracy

If you're sure of the order accuracy, move on. Otherwise, ask the customer to confirm the order: "I think I might have missed something. Please take a look at the screen and make sure your order is correct."

## Clarify the Order

Clarifications are questions to ask about items in a customer's order that are not charged. When you clarify, don't ask an open-ended question such as "What type of sauce would you like?" Instead, clarify with the most common product in your market such as, "Would that be BBQ sauce with your McNuggets?" or "Would that be Ranch dressing with your side salad?" or "Is that a Coke?" Enter the type and quantity of condiments into the POS register to ensure that the order is accurate and complete. If the customer doesn't need condiments, press the **No sauce** key. This prevents the customer from being asked multiple times. Remember that most order inaccuracies are caused by errors in order taking.

If using EOT, a Smart Reminder window appears at the top of the screen before the order is totaled to tell you what is missing from the order.

## Suggestive Sell

Suggestive selling is offering something to a customer that involves an additional cost. You should suggestive sell only once per customer. Suggest a missing, special, or seasonal item. Do not suggestive sell if the customer has ended the order by saying, "And that's all," or a similar statement. If using EOT, a Smart Reminder window appears at the top of the screen with specific questions you can use in suggestive selling.

**Important:** If you suggestive sell as part of the greeting, don't suggestive sell again for that order.

## State the Total

Total the order, tell the customer, "If your order is correct on the screen, your total is \$," and then direct the customer to the Cash window by saying, "Please pull forward. Thank you." Using these words encourages the customer to exit the COD quickly, which speeds up the DT experience. Store the order by pressing the **Store Order** key on the register.

## Cashier Smiles, Makes Eye Contact, and Greets the Customer

As the cashier, you are the first person the customer sees. Be sure to be especially friendly, since all customer contact up to this point has been through a speaker. You should greet the customer as soon as they pull up to the cashier window. This way, customers know to be ready with their money.

## Cashier Receives Payment



**15 seconds** or less is the targeted payment time.

The average time for cash is 12 seconds without a coin changer and 7–10 seconds with a coin changer. Make sure that the cashier is proficient at making change.



**State the order total.** State the total amount of the order to the customer. “Hi! Your total is \$3.98.”

When orders are modified, the cashier should immediately notify the DT team, using the headset paging option, that the order has been changed. Be sure to give the order number. This will cue the DT team to stop, look, and take action. This helps ensure order accuracy.

**Receive payment.** State the amount of money or method of payment that you received from the customer, such as, “Thanks. That’s \$3.98 out of \$5.00.”

**Give change.** If you are returning change, state the amount of change as you place the receipt in the customer’s hand with the coins, and count back the bills individually.

- With a coin changer: Count out the bills, take the receipt, and then drop the change from the coin changer cup into your hand as you move to reach out the window to provide the customer their change and receipt.
- Without a coin changer: Slide the coin being returned into your hand and then remove the bills needed for the customer’s change, and then the receipt.

**Thank the customer.** Thank the customer and direct them to the presenter’s window. Make eye contact and smile.

## Runner Assembles the Order and Presenter Presents the Order to the Customer



**Fifty seconds or less** is the targeted assembly and present time.

### Prepare the Drinks

Depending on staffing, there might be a drawer, or this might be a secondary duty.

- Prepare and assemble cold drinks, hot drinks, and refrigerated drinks, unless a McCafé beverage has been ordered. If there is no dedicated McCafé person, begin the prep of the McCafé beverage first.
- Assemble the refrigerated items.
- Place the drinks in a drink carrier when the order includes two or more drinks. Make sure the drinks are side-by-side when there are only two beverages, so that the bag can be placed on the carrier and handed to the customer in one motion. This saves time and builds DT capacity.
- Get the right drinks to the presenter for assembly with the order.
- Coordinate the drink orders in the correct location to match up with the related bagged orders, in proper sequence.





## Assemble the Orders

The runner ensures that the complete bagged order is accurate and properly staged on the DT cart.

- Select the appropriate size bag. Add the napkins (one per item) and condiments to the bag, in the correct position.
- To speed up the process, hand out straws with the beverages in view of the customer. Place the straws in the double fold of the bag, hand out with the drink, or place on the four-cup carrier.
- Gather all refrigerated items if there is no refrigerator in the DT.
- Add the OAT or HLZ products to the order and move the bag(s) to the fry area. Be sure to check holding times and quality. If the order can't be assembled in 10 seconds and the next order is ready, ask the presenter to pull the car forward. In an FFDT configuration, the customer is pulled forward immediately if the order isn't ready. If any item is not exactly right, don't serve it.
- If shakes, sundaes, or McFlurries are on the monitor and no one else is assisting, assemble those items before you bag the sandwiches and fries or hash browns. This way, you prep the items while the kitchen prepares sandwiches, saving time and ensuring that all parts of the order are complete at the same time.
- When the order is complete, double-fold the bag away from the arches image and place it in the correct location on the DT cart. Move existing orders forward each time you add a new order to the cart. Place orders on the mat in the sequence listed on the DT monitor. The presenter identifies which order is ready by reading the monitor from left to right.

## Present the Order

Verify that the order that is ready to present is the same as the order indicated next on the monitor. Use the monitor to ensure that the order's beverages are coordinated in the correct position on the 2-1-present mat.

- Check the accuracy of all items that are *not* bagged. Look at all the items above the separator line on the monitor and make sure all these items are ready.
- Check that straws are either included in the double fold of the bag or visible on the cup carrier.
- Listen for the cashier to inform you of a change to an order. Use the DT monitor, and, reading from left to right, present the first order on the monitor to the customer.

To present the order:

- Open the window, make eye contact, smile, and greet the customer.
- Deliver the bag(s) to the customer with the arches image facing the customer, followed by beverages.
- If the order has two drinks or less, serve the order with the drinks in a carrier and the bag resting on the carrier, making sure the straws are visible to the customer (the side with the drinks is in your hand).



## TIP



Don't hand out the drinks before the food. If the complete order is ready and you hand them the beverages before the food, you'll be waiting for the customer to find a place to put the beverages while you're left holding the bag—and can't prepare the next order to present.

## Thank the Customer

**Thank the customer and invite them to return.** Be sincere. You are the last person the customer interacts with as they leave McDonald's, so create a memorable moment. For example, you can say, "Thank you, please come back again!" or "Thank you, have a great day!"

## TIP



Remember, the person outside the window helps to provide your paycheck—and that's something to smile about!

**Serve (bump) the order after presenting the complete order to the customer.**

## TIP



Bumping orders before they have been served gives you false readings on OEPEs. This also leads to a longer time at the window if there are order inaccuracies.

## When to Pull Cars Forward

Pull Forward ensures a customer-centric experience by minimizing wait time at the Present window, providing clear communication every step of the way, and delivering the order personally to the customer's car as soon as the order is ready—even if it's out of sequence.

When do you pull a car forward, and who decides this? If a customer's order is not ready when they arrive at the Present window and the next order is ready, the runner notifies the presenter to direct the customer to pull forward to a Fast Forward window, pull stall, or pull lane.

For more information about implementing Pull Forward, see the Pull Forward section in this chapter, page 73.



# Drive thru Execution Manual

## Runner Monitor

The runner monitor is a POS upgrade that makes it easier for both runner and presenter to complete their duties in the following ways:

- Separates the distinct functions on the runner and presenter monitors
- Removes irrelevant information from the runner monitor
- Removes held orders from the present monitor
- Presenter cannot serve the order until the runner bumps the order

Markets that do not use the runner monitor have mirror images of the DT monitor at the OAT/HLZ and in the Present window. The monitors look like this:

### Runner Monitor



### Presenter Monitor



With the runner monitor, when the runner has completely assembled the order, they serve the order on the runner bump bar and the order is removed from the monitor. The order remains on the presenter monitor and is marked Order Complete so the presenter knows it is ready to present.

### Runner Monitor



Mac meal is removed from runner monitor. Green border is now on current order.

Order Complete

### Presenter Monitor

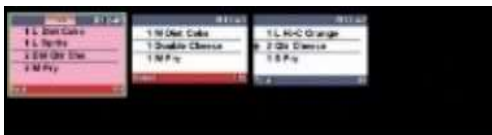


Mac meal remains on presenter monitor and footer reflects Order Complete.

Order Complete

If the runner determines that an order should be pulled forward, they press the HELD button on the runner bump bar. This changes the order to pink on both screens, which tells the presenter to pull the car forward.

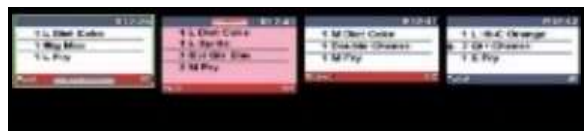
### Runner Monitor



Header on runner monitor reflects HELD and remains in position with pink.

Order Complete

### Presenter Monitor



Presenter monitor reflects HELD order and remains in position in pink.

Order Complete



# Drive thru Execution Manual

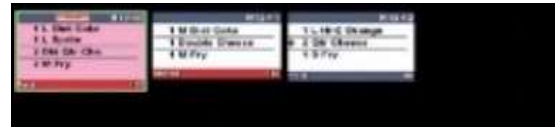
The presenter continues serving the orders that precede the order to be pulled forward. When the presenter reaches the pulled order, they direct customer where to pull forward.

## Runner Monitor



No change.

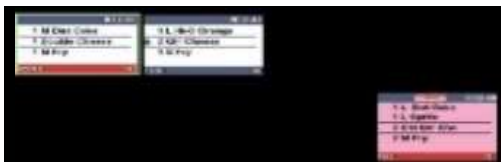
## Presenter Monitor



All orders shift left, and HELD order is now current order.

The presenter then parks the held order by using the presenter bump bar. This removes the order from the screen and places it in the Held position on the runner monitor.

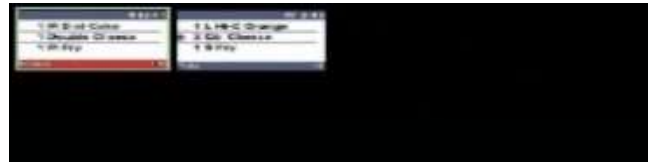
## Runner Monitor



Green border is now on current order.

PARKED order returned to runner.

## Presenter Monitor



HELD order is removed from the presenter monitor.

Order complete

## DIAGNOSING THE DRIVE THRU

### First, Observe

Start diagnosing your DT by first observing the entire DT and restaurant operations of your restaurant—shift management, crew and customer contact points, pull forward process, production, order assembly, and service.

The 4 Cup Method and the runner monitor, detailed in the following sections, are two useful developments in ensuring optimal DT operations.

### 4 Cup Method

The 4 Cup Method is an easy, practical way to track and determine exactly why cars are being pulled forward throughout a shift.

- Set four cups by the 2-1 ready cart and label with the production areas of the restaurant:

**Cup #1 Beverage/desserts**—Waiting for drinks or desserts? Beverage person identified?

**Cup #2 Production**—Waiting for food—Is second side open on the prep line in the kitchen?

**Cup #3 Fries/hash browns**—Waiting for potatoes—Is the fry area staffed?

**Cup #4 Other**—Customer request, unusually large order, or an item out of stock



# Drive thru Execution Manual

- To track: Have the DT runner drop one ketchup packet into the designated cup for each car pulled forward. This helps track why cars are pulled forward and identifies opportunities for improvement.



When you determine why cars are being pulled forward, you can identify the root causes in production and service areas and take immediate actions to correct emerging issues. For example:

- People—Staffing, scheduling, training, teamwork
- Product—Prep table levels, Universal Holding Cabinet (UHC) management, batch cooking
- Process—Initiator reacting to the Kitchen Video System (KVS), second side of prep table open when needed, two at a time assembly
- Communication—Correct routing of items to monitors, UHC charts posted, dynamic routing
- Equipment—Tools available (grill, UHC trays, tongs, dispensers), equipment placement correct
- Physical plant—Forward flow of products, refrigeration, and freezer space adequate

These are just a few of the areas to evaluate. For more information about effective production management, see the Made for You™ Production section of *the Operations and Training Manual*.

## TIP



There are only so many seconds in an hour. If it takes 40 seconds per car at the Present window, you will serve only 72–90 cars in an hour. If it takes you just 20 seconds, this means getting 144–180 cars through DT in an hour.

Time spent at the Present window can be driven by assembly or production, but it can be managed by using Pull Forward.

72–90 Cars 40 seconds	96–120 Cars 30 seconds
115–144 Cars 25 seconds	144–180 Cars 20 second



## EXECUTING DRIVE THRU OPERATIONS TO MAXIMIZE CAPACITY

Applicable to all DT configurations, these execution principles will help you maximize capacity by ensuring that all operations are carried out consistently and optimally, day-to-day and shift-to-shift.

### NOTE



For execution principles specific to Tandem and Side-by-Side DT, see the last two rows of this table.

For execution principles specific to FFDT, see Leveraging Pull Forward to Optimize Drive thru Operations on page 80.

Procedure / Position	Execution Principles
Both windows are always open.	<ul style="list-style-type: none"> <li>• Provides consistency for crew and customers.</li> <li>• Trains customers to stop at the correct window.</li> <li>• Improves capacity when functions are split.</li> </ul>
Everyone on DT team or who supports DT team wears a headset.	<ul style="list-style-type: none"> <li>• Headsets improve communication among crew, reduce noise level, and ensure direct communication with managers for any issues.</li> <li>• Shift/service managers with headsets are aware of all issues in the DT and can efficiently assign shared/secondary duties.</li> <li>• Production managers with headsets help production and service teams work together. This ensures an efficient DT experience and helps the team meet targets.</li> </ul>
Shift/service managers check headset system.	<ul style="list-style-type: none"> <li>• Wear headset when completing your travel paths.</li> <li>• Listen to several orders to confirm headset system is functioning correctly.</li> <li>• Check that no marketing materials are attached to the COD, which can affect sound quality in headsets.</li> </ul>
Cash window is organized.	<ul style="list-style-type: none"> <li>• Cash drawer is secure, centered below the cash key station.</li> <li>• Manager makes sure cashier has plenty of change and does not need to stop cashiering to request more change.</li> <li>• Cashier uses an automatic coin changer.</li> <li>• Cashless device is in an ergonomic position for crew and customers.</li> </ul>



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	<ul style="list-style-type: none"><li>• Receipt printer is in Cash window. For printer placement, follow your market recommendation.</li><li>• Presenters give receipts to customers immediately and do not work off of receipts, which can cause errors and confusion.</li><li>• Customers appreciate getting receipts at POS, especially with Arch Cards™ and other cashless transactions.</li></ul>
Order taking and assembly never stop, and all functions are performed as assigned.	<ul style="list-style-type: none"><li>• Order takers continuously take orders.</li><li>• Order takers always use EOT.</li><li>• Runners continuously assemble orders.</li><li>• Functions are split, enabling continuous flow, speed, and accuracy.</li><li>• Primary, shared, and secondary duties are effectively executed.</li></ul>
Crew communicates DT process to the customer.	<ul style="list-style-type: none"><li>• Crew helps customers navigate the DT with effective communication—eye contact, physical gestures, and clear verbal cues.</li><li>• This keeps customers informed throughout the process and keeps the cars moving.</li></ul>
Customer flow is in one direction, assisted by crew and signage.	<ul style="list-style-type: none"><li>• Crew directs customer flow.</li><li>• Approved signage is located at pay and pickup points.</li><li>• Defining customer flow ensures faster service and helps the team meet targets.</li></ul>
Minimize verbal communication between the crew.	<ul style="list-style-type: none"><li>• Coach the team to work in a coordinated way.</li><li>• Define positions and responsibilities clearly.</li><li>• Headsets and expeditor monitors ensure that the crew has necessary information when they need it.</li></ul>
Managers flex in and out of team positions.	<ul style="list-style-type: none"><li>• Flex during periods of low volume.</li><li>• Flex in and out of positions requiring the least amount of communication.</li><li>• When managers take crew positions for extended periods, they are not being effective leaders.</li></ul>
Danger zone monitor is positioned to view DT traffic.	<ul style="list-style-type: none"><li>• Position the monitor above fry area so shift manager can take action when four or more cars are backed up behind the COD, or three or more cars are stacked at the order point.</li><li>• Shift manager can also observe cars as they enter the DT and check that crew and products are ready.</li></ul>



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<p>Food product monitors are positioned for visibility.</p>	<ul style="list-style-type: none"><li>• Position the food product monitors with the bottom no more than 6 feet, 4 inches (1.9 meters) from the floor, other than monitors at the HLZ. This is far enough from crew for good visibility, but not too far to be read.</li></ul>
<p><i>Be Well Served Guide</i> is used to ensure optimal setup and efficiency.</p>	<ul style="list-style-type: none"><li>• Use your market's version of the guide to properly set up your Cash and Present windows, assembly areas, and equipment.</li><li>• This streamlines production and service, ensures safety, and saves the crew physical effort (steps and bends).</li></ul>
<p>Procedures specific to Tandem DT</p>	<ul style="list-style-type: none"><li>• Do not have only one crew member taking orders for both CODs. This significantly reduces capacity. Use shared duties to designate an order taker for each order point.</li><li>• Optionally, add a fourth DT register to make the shared and secondary duties of order taking easier. This way, the manager won't have to go to the Cash window to key in an order, and you can split the functions earlier. As a side benefit, the restaurant has a fourth register that can be relocated to another position if a more critical register goes down.</li></ul>
<p>Procedures specific to Side-by-Side DT</p>	<ul style="list-style-type: none"><li>• Do not have only one crew member taking orders for both CODs. This significantly reduces capacity. Use shared duties to designate an order taker for each order point.</li><li>• Label the registers (COD A1/T1 or COD A2/T2) appropriately, so that the crew always uses the correct register to take an order, and the order is displayed on the correct COD.</li><li>• To prevent cars from getting out of sequence in Side-by-side configuration, make sure that the merge point is clearly visible on the merge point monitor.</li><li>• Merge points are clearly marked on monitors or pavement.</li></ul>





## PULL FORWARD

### Overview

Pull Forward is the action that the crew can take to “keep the wheels moving” in the DT. If an order isn’t ready at the Present window, the crew directs the car to pull forward to a Fast Forward window, pull stall, or pull lane. This enables the crew to continue serving customers at the Present window, keeps the lane moving, and builds car counts, especially during peak periods.

Pull Forward also ensures a customer-centric experience by minimizing wait time at the Present window, providing clear communication every step of the way, and delivering the order personally to the customer’s car as soon as the order is ready—even if it’s out of sequence.

When do you pull a car forward, and who decides this? If a customer’s order is not ready within 10–15 seconds of arriving at the Present window and the next order is ready, the runner notifies the presenter to direct the customer to pull forward to a Fast Forward window, pull stall, or pull lane.

Generally speaking, Pull Forward should be used throughout the day. This provides consistency for both customers and crew. The following conditions can indicate a greater need to pull cars forward:

- **Staffing level**—Is the restaurant fully staffed and using VLH?
- **Crew positioning**—Is the shift manager using the Shift Prep Tool?
- **Order complexity**—Is the restaurant receiving large or complicated orders?
- **Arrival rates**—Is the DT experiencing high customer arrival rates?

If a car has been pulled forward to a pull stall or pull lane, a designated delivery person delivers the order directly to the customer’s car. This moment completes the Pull Forward experience for the customer. At that point, the delivery person can create a memorable moment: thank the customer for waiting, ask if there’s anything more they want, and add, “We hope to see you again soon!”

### Benefits

The primary benefits of Pull Forward are:

- **Improved customer experience**—If customers understand why they are being pulled forward and how long they will wait, and if they are guided in a friendly, clear manner, this is a very different experience from sitting and waiting at the Present window—or waiting in the line behind the Present window. Being pulled forward promptly also helps; customer satisfaction drops dramatically if the customer waits too long before being pulled forward.
- **Increased capacity**—If the crew implements Pull Forward effectively, this enables your DT to serve more customers, particularly when there are high arrival rates during peak hours.

### Percentages and Targets

In a standard two-window DT with an effective Pull Forward system in place, 10 percent of cars should be pulled forward. In an FFDT, this number could be as high as 15–20 percent.

Numbers higher than these could signal a need to address opportunities in the assembly or production area. Numbers lower than these could signal cars being held at the Present window for too long, delaying cars behind them.



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Keep in mind that these are general guidelines. Every DT is different. Assess your Pull Forward success through observations, not just a targeted percentage of cars pulled forward.

## Implementing Pull Forward

To enable Pull Forward in your DT, you'll need to establish the following three elements:

- **New words, new mindset**—Educate both crew and customers that with Pull Forward, it's not about "waiting" and "parking," but "pulling forward." This is an important change that will ensure a positive attitude on both sides of the DT.
- **New signage**—Install market-approved signage package designed for Pull Forward.
- **Procedures**—Establish new procedures for your crew specific to pulling cars forward. For a detailed description of operational procedures, see Leveraging Pull Forward to Optimize Drive thru Operations in this chapter, page 80.

For Pull Forward to work smoothly, it's important to acknowledge what happens on both sides of the DT. Here is a helpful illustration of both customer and crew perspectives:

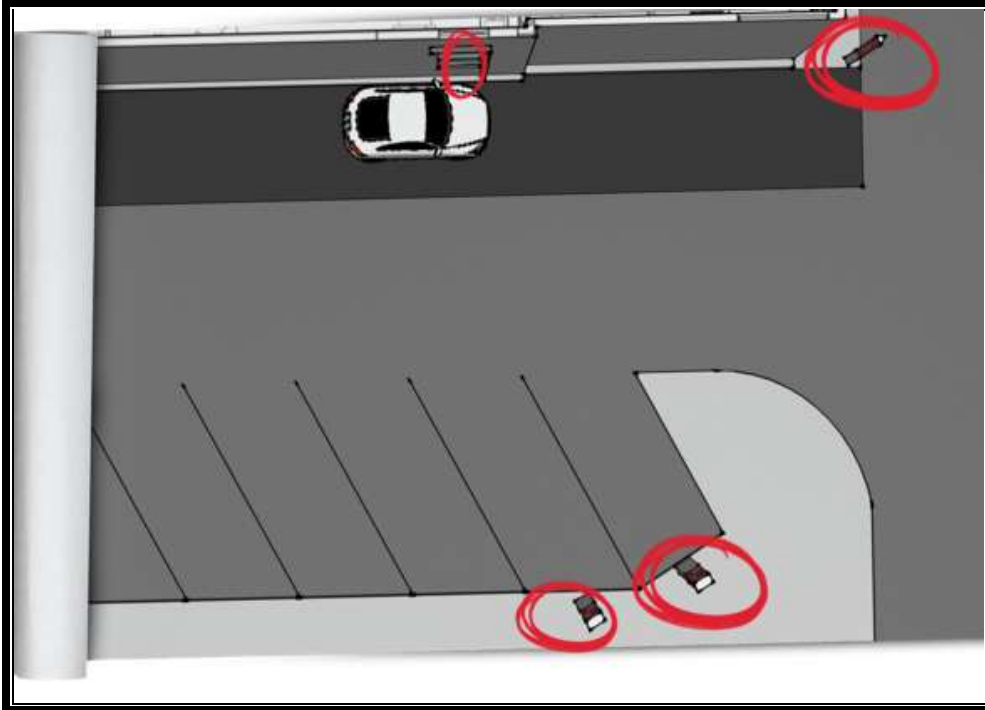
CUSTOMER		MCDONALD'S
<b>When I use drive thru, I need you tell me:</b>		<b>I recognize the need for me to:</b>
→ <i>Tell me right away to pull forward; don't make me wait twice</i>		→ <i>Make the decision quickly to pull you forward</i>
→ <i>Tell me why I am being asked to pull forward</i>		→ <i>Tell you exactly why we are asking you to pull forward by telling you we are "making" or "cooking" not "waiting on"</i>
→ <i>Tell me how long it is likely to be</i>		→ <i>Tell you how long your estimated time will be (overestimate to over deliver)</i>
→ <i>Have everything accurate when you get to me and don't have to go back if I ask you for a condiment, straw etc.</i>		→ <i>Ensure your order is accurate, and be able to give you further assistance such as additional condiments</i>

Also see Communicating Pull Forward in the Drive thru in the Customer Engagement chapter, page 77.



## Pull Forward Design

The following illustration shows the basic DT design to accommodate Pull Forward, including a Fast Forward window, pull stalls, and a pull lane.



## Pull Stalls

Pull stalls are remote parking stalls that have been designated for customers who are waiting for their orders to be completed. Each restaurant should have a minimum of two pull stalls, and possibly three pull stalls. Each restaurant and lot has a unique design, so the placement will be different for each restaurant.

Implementing Pull Forward provides an opportunity to review the location of your pull stalls, signage, and line painting. Here are a few things to consider when reviewing your pull stalls:

- Do you have market-approved signage?
- When pulling cars on the same side as the DT lane:
  - Crew and customers should be able to see the stall from the Present window
  - The pulled car should not obstruct any other cars driving through the lot
  - When the pulled car is reversing out of the stall, it should not impede the forward motion of a car exiting the DT lane or any car leaving the Present window
  - The pull stalls should be located as close as possible to the building's entrances and exits to minimize the steps the delivery person takes when delivering the order
- When pulling cars on the side of the building opposite the DT lane:
  - Restaurants should not use the first row of parking in front of the doors. Those are premium, high-turnover spots, so save them for customers entering the restaurant
  - Use stalls that don't obstruct cars driving through the lot
  - The pull stalls should be relatively close to the building's entrance and exits to minimize the steps the delivery person takes when delivering the order



## Pull Lanes

The pull lane is a secondary area where the DT crew can pull cars forward. It is located at the end of the DT lane, past the Present window.

Due to space and safety concerns, this option will not work for most restaurants.

If you are using a pull lane or considering using a pull lane, we strongly recommend that your restaurant meets these two conditions for both safety and functionality:

- The pull stall should be located a minimum of 30 feet past the Present window. This enables cars leaving the Present window to drive safely around the pulled car and exit the parking lot.
- Customer safety is a major concern in the pull lane. In some cases, customers leaving the restaurant must walk in front of the pulled car into oncoming traffic (cars pulling away from the DT Present window and heading towards the exit). In this case, the pulled car acts as a visual barrier, compelling customers to look around the pulled car to check if it's safe to walk by.

### NOTE



If customers leaving your restaurant need to pass in front of a pulled car, that spot should not be used to pull cars.



## COMMUNICATING PULL FORWARD IN THE DRIVE THRU

Pull forward involves the most complex steps for customers and the most interaction with crew members. A customer who is pulled forward and then waits for their order to be delivered at the Fast Forward window, a pull stall, or pull lane, will interact with four different DT crew members. Good eye contact, physical gestures, and clear verbal communication ensure a great customer experience.

### Eye Contact

Start all conversations with a smile, and be sure to make eye contact with the customer. Eye contact shows the customer that they have your complete attention, and that you are ready to take their order.



### Appropriate Physical Gestures

Guide the customer through each stage of the FFDT process, including directing them to pull forward to the Fast Forward window, a pull stall, or a pull lane, by using clear verbal cues and physical gestures. Gestures help to reinforce directions. When directing customers to the next step, point with your arm and hand—and smile.



### Friendly, Clear Communication

Be friendly, clear, and concise with customers. When presenting orders to customers who have been pulled forward, greet them and then verify that their order is correct: "Are you all set?" You can add, "Do you need anything else?" Then end with a friendly comment, such as "Have a great day!" You can also ask for return business: "We hope to see you again!" If you're presenting an order to a customer who was pulled forward to a pull stall or pull lane, acknowledge this as part of your greeting: "Thank you for waiting. Here's your order!" Then proceed as described above.





## PULL PROCEDURES TROUBLESHOOTING GUIDE

This guide identifies specific issues to watch for in the crew’s execution of pull procedures and provides specific actions to help you resolve these issues.

Be sure to take these actions, which ensure better understanding and motivation for the crew:

- Communicate the reasons for pulling cars forward to your crew
- Discuss scenarios with your crew and talk through scenarios of when and when not to pull forward
- Coach the crew and give acknowledgement for good behavior

If you observe this:	Consider taking one or more of these actions:
Crew pulling cars unnecessarily	<ul style="list-style-type: none"> <li>• Use the Station Operation Checklist for Pull Forward for effective coaching and feedback</li> <li>• Post a simple flowchart that summarizes how to make a pull decision</li> <li>• Post reminders of desired outcomes (for example, total car counts, or all cars under a 5-minute experience time)</li> <li>• Clarify with your management team the reasons to pull a car forward (reduce time for cars waiting behind, increase number of cars under 5 minutes for cars behind, improve overall customer experience)</li> </ul>
Condiments at Pickup window #2 not being stocked	<ul style="list-style-type: none"> <li>• Add to shift management book</li> <li>• Add reminder to the checklist or SOCs</li> <li>• Review staffing and positioning</li> </ul>
Crew not pulling cars when appropriate	<ul style="list-style-type: none"> <li>• Reinforce targets for success during both peak and non-peak hours</li> <li>• If crew is not pulling cars forward at non-peak times, explain why this action is helpful even during those times</li> <li>• Offer a specific incentive for increased car counts</li> </ul>
Presenting drinks before pulling car forward	<ul style="list-style-type: none"> <li>• Explain how serving partial orders can lead to lower accuracy, quality, and customer satisfaction</li> <li>• Explain that partial orders can cause confusion or unnecessary communication as crew tries to determine whether order is complete</li> <li>• If the customer requests their drink, present it to them</li> </ul>
Presenting partial orders	<ul style="list-style-type: none"> <li>• Explain how serving partial orders can lead to lower accuracy, quality, and customer satisfaction</li> </ul>




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	<ul style="list-style-type: none"><li>• Emphasize the importance of accurate communication between runner and presenter</li><li>• If the customer requests part of their order, present it to them</li></ul>
Lack of gestures when asking car to pull forward	<ul style="list-style-type: none"><li>• Use the SOC for Pull Forward for effective coaching and feedback</li><li>• Challenge the crew to use appropriate gestures for rewards</li><li>• Post a photo of correct gestures. Include the reasons for the gestures and how they ensure a better overall customer experience</li></ul>
Incorrect pull forward phrasing	<ul style="list-style-type: none"><li>• Post a sign next to window with prompts for correct phrases for pulling a car to Pickup window #2 and for pulling a car to a reserved space</li><li>• Include a photo of a smiling crew member using an appropriate directional gesture for customers to pull forward</li></ul>



## LEVERAGING PULL FORWARD TO OPTIMIZE DRIVE THRU OPERATIONS

These key operational procedures for Pull Forward will keep the wheels moving in the DT and ensure a consistent, positive customer experience.

Procedure / Position	Execution
Pull Forward procedures	After payment, when a customer approaches the Present window and the complete order is not ready, the runner immediately tells the presenter to direct the customer to the Fast Forward window, pull stall, or pull lane. If the customer is directed to a pull stall or pull lane, they wait there for the designated delivery person.
Designated delivery person	<p>The shift manager assigns the designated delivery person and informs the DT who this person is.</p> <p>The designated delivery person:</p> <ul style="list-style-type: none"> <li>• Greets the pulled customer and presents the order.</li> <li>• Verifies the order is correct by asking, “Are you all set?”</li> <li>• Waits for the customer confirm that nothing else is needed.</li> <li>• Ends the transaction by thanking the customer and saying something like, “We hope to see you again soon.”</li> <li>• Wears a headset to stay in contact with the DT team.</li> <li>• Is not a member of the DT team.</li> </ul>
Runner and designated delivery person work together	<p>The runner assembles the order and hands the order to the designated delivery person, who checks that the order is complete before delivering it to the customer.</p> <div data-bbox="570 1215 1349 1455" style="border: 1px solid #FFD700; padding: 10px;"> <p style="text-align: center; margin: 0;"><b>TIP</b></p> <div style="display: flex; align-items: center;">  <p>To ensure the runner’s focus on orders on the DT monitor, during high volume, we recommend that someone other than the runner assembles held orders.</p> </div> </div>
Deliver only complete orders	Drinks and other items are delivered as a complete order. Partial orders should not be handed out at Pickup window #1. This can confuse the customer and crew, and can result in incomplete or inaccurate orders being delivered to the customer. Delivering only complete orders prevents trips back to the assembly area for missed items.
Rule of Three	The presenter notifies the shift/service manager when it is necessary to pull a third car forward. This can indicate that other issues might be causing a delay.
Signage for customer navigation	Approved signage is placed at the pay and pickup points and at designated pull areas to help customers navigate the process.





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Condiments and utensils available	Pickup window #2 provides easily accessible condiments, utensils, napkins, and straws to fulfill customer requests immediately, no need to return to the assembly area.
Beverage and Dessert as Production	The DT team can be assigned secondary duties to assist in assembly and production of beverage and dessert. For more information, see <a href="#">Beverage as Production Resource</a> on the Access MCD website at <a href="http://www.accessmcd.com">www.accessmcd.com</a> .



## Assessing the Need for Multiple Order Points

### INTRODUCTION

Are you thinking about adding one or more order points to your DT? This chapter outlines a systematic approach to assessing the need for MOP, including specific factors to consider, a matrix to guide you through decision-making, recommendations for new configurations, and how to manage these changes effectively for your restaurant and crew.

### BENEFITS OF MULTIPLE ORDER POINTS

There are many benefits to adding MOP, including:

- Increased capacity
- Two-window speaker—100–120 cars per hour
  - HHOT—120–150 cars per hour in tandem mode
  - Tandem—120–150 cars per hour
  - Side-by-side—150–180 cars per hour
  - Increased sales

#### NOTE



Although all MOP configurations bring increased capacity and sales, this is most true for permanent solutions (tandem or side-by-side). Because these configurations are always open, sales can grow every hour of the day.

- Fills the gap between the primary COD and the Cash window, where cars can stack up
- Minimizes the effects of customers who take a long time to order
- Regains customers who stopped using your DT due to too much congestion or wait time
- Reduces pressure on the FC by reducing to-go orders
- Yields a faster total experience time in the DT, resulting in a better customer experience

### MULTIPLE ORDER TAKING—ALL THE TIME

Just as keeping all windows open all the time provides consistency for customers, using all order points all the time builds consistency and leads to increased loyalty from your customers. With any multiple ordering configuration, customers will expect all order points to be open during all hours of operation. By using proper staffing and positioning guidelines, along with leveraging proper primary, shared, and secondary duties, you can keep all order points open at all times, regardless of volume.

Using multiple order taking points all the time can significantly increase your restaurant's total DT capacity beyond just peak hours, and can yield even higher benefits throughout the day.

Consistent use of all order points is essential to maximizing capacity. Before you invest in a MOP solution, be sure you're ready to implement this.

### Decision-making



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Executing at MOP drives sales, increasing the number of orders that come into the kitchen and the number of customers you serve. Although there are tremendous benefits to having MOP, there are also significant challenges.

Consider the following conditions carefully before you move to MOP. If your DT doesn't meet most of these conditions, your restaurant is not yet ready for this transition.

## Decision Factors

Does your DT meet these specific conditions?

- Many hours are above 85 cars per hour
- A high average of complex orders
- Consistent 15-minute arrival rates that exceed 116 cars per hour and two or more 15-minute arrival rates that reach more than 120 cars per hour
- Very few hours that are below 25 cars per hour, with the exception of late night hours in 24-hour restaurants
- Street traffic for most business days indicates the potential to bring in more cars
- Small, tight lot configurations that interrupt customer flow, due to DT car stacking
- DT percentage is more than 60 percent of total restaurant sales
- DT is at 80 percent of capacity or more during peak hours

Do your DT operations meet these conditions most of the time?

- Your observations indicate that production consistently meets the order prep times and DT times, but the DT frequently has three or more cars stacked at the COD.
- The restaurant currently has the correct stacking between the Cash and Present windows (cash can become a bottleneck in multiple order point configurations and can limit capacity). There should be 40–45 feet (12.2–13.7 meters) from the center line of the Present window to the center line of the Cash window.
- Current DT is executing at a very high level, as measured by the Restaurant Operations Improvement Process (ROIP), as well as by the owner/operator and by consultant visits.
- At peak times, most DT orders are ready when the customer arrives at the Present window.

## CAPACITY

Capacity is the maximum number of cars per hour that each DT configuration can handle. Conditions specific to your restaurant conditions determine where in the range your capacity is. Determining capacity involves various factors—types of orders (simple, moderate, or complex), day parts, arrival rates, car stacking, and so on. The following capacity numbers are based on averages with optimized DT windows and effective staffing levels.



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Configuration	Capacity
Single-Lane	100–120 cars per hour
Hand-Held Order Taker	120–150 cars per hour
Tandem	120–150 cars per hour
Side-by-Side	150–180 cars per hour

As indicated above, the capacity for a single-lane configuration is 100–120 cars per hour. Use this chart to determine your current capacity percent, based on your current car counts. To grow your DT business, your goal should be to expand to at least 80 percent of capacity at peak times.

Capacity %	Single-Lane Capacity
100%	100–120
90%	90–108
80%	80–96
70%	70–84
60%	60–72
50%	50–60

Although maximum capacity is determined by the DT configuration, your DT capacity is based on individual restaurant conditions, including the following:

- Number of items per order
- Arrival rates
- Order complexity
- Car stacking capability between windows
- Car stacking distance between the Cash window and the COD
- Proper layout of equipment in the DT windows and effective use of Fast Forward

Your DT's capability to meet capacity is affected by the following factors:

- Number of crew members using headsets
- Staffing levels and crew productivity in DT and production areas
- Training of the crew
- Number of windows open



## Achieving 80 Percent Capacity with Essential Building Blocks

If your DT is not at 80 percent capacity during peak periods, you should look at all aspects of DT operations. By using a building block approach, as shown in the DT pyramid diagram below, you can discover areas that need improvement, assess opportunities for development, and build your business from the bottom up.

## Building Block Pyramid for Drive thru



As this illustration shows, the first building block consists of Staffing, Scheduling and Positioning. You should assess this area first. If you don't have sufficient and well-trained crew members correctly positioned in the DT, nothing else will make a difference. After you assess this area and make necessary changes, move on to equipment placement, layout, and labeling. Use the *Be Well Served Guide* not just for labeling, but also to properly position equipment to save steps, bends, and reaches for easier execution. Continue to work your way up the pyramid to systematically improve and grow your DT business.

You should consider making a capital investment in MOP only when your DT can operate at 80 percent capacity, with all these essential building blocks in place.



## TARGETS

A target is a goal set by each restaurant manager for the number of cars to serve within a certain period of time. Targets are flexible and should be set according to the hour, the day, the week, or the month.

You should set targets for at least each peak period: breakfast, lunch, and dinner. To develop your DT business, your goal should be to expand to 80 percent of capacity at peak times, system-wide. You can do this if you break your higher targets into smaller, achievable goals. For example, each month, you can aim for 5 or 10 more cars during peak times. And be sure to celebrate your success with the crew along the way.

For example, if you are currently at 65 cars during the lunch peak, aim for 70 or 75 cars at lunch peak until you reach this target. When you achieve this, reset your target by adding 5 or 10 more cars to reach your next target. Repeat this, as a continuous cycle. If you build on this consistently, you'll soon find your DT at 80 percent capacity. If you're already at 80 percent capacity or above, aim higher—you've already shown that you can succeed.

### Setting Your Targets

Use the information below to calculate your current percentage of capacity and set your targets for your breakfast peak. Then repeat the process for your lunch peak and dinner peak.

Step	Breakfast	Lunch	Dinner
1. Write the <b>80 percent</b> capacity GC for your restaurant's configuration. <ul style="list-style-type: none"> <li>• Single-lane configuration 80 percent capacity =80–96 cars</li> </ul>	100–120		
2. Write your current average GC at peak.	90–108		
3. Subtract your current average GC at peak from the 80 percent capacity count in step 1.	80–96		
4. Multiply the number in step 3 by your average check size.	70–84		
5. Multiply the number in step 4 by 365 days. This is the additional sales in a year for achieving 80 percent of capacity for just one hour in a day.	60–72		
6. Add 5 or 10 cars, your targeted increase in GC at the peak, to the number in step 2.	50–60		
<b>Now you know your target for next month! In your quest to reach the 80 percent goal, keep adding 5 to 10 cars to your next target.</b>			



## **MULTIPLE ORDER POINTS DECISION MATRIX**

The Multiple Order Points Decision Matrix is a useful first step in assessing whether your DT is ready to add order points and in creating a plan to carry this change through. This matrix takes into account the current and future conditions of your restaurant and the current and future conditions of the marketplace.

In moving to MOP, your plan should include today's opportunities and potential operations improvements. For example, could your DT benefit from incorporating the HHOT to capture available demand? Be sure to consider the physical factors of MOP, as well. For example, can your site support the proper configuration of a Side-by-Side DT? Will additional property be needed? What are the trade-offs? And so on.

The following decision matrix will help you move through these questions systematically.



## MULTIPLE ORDER POINTS DECISION MATRIX TABLE

### MULTIPLE ORDER POINT DECISION MATRIX DISCUSSION GUIDE

<b>STEP 1</b> Evaluate Restaurant Executions	<b>FIRST</b>	Complete observations in the restaurant to evaluate existing operations, identify root causes of delays, and understand existing demand
	<b>THEN</b>	Incorporate action items



<b>STEP 2</b> Evaluate Current and Potential Demand	<b>Discussion Starting Points</b>	
	Is there opportunity to capture more car counts, now and in the future?	
	Does the restaurant need the increased capacity of MOP now or in the future?	
	Is there space for Side-by-Side DT? Are there unique site conditions?	
	Is there space for Tandem DT?	
	Has the DT window been optimized?	
	Is window spacing adequate—40–45 feet (12.2–13.7 meters)?	
Is there an immediate opportunity to capture demand via HHOT?		



From Two Window Speaker to...				
<b>STEP 3</b> Evaluate Options		Side-by-Side	Tandem	HHOT
	Capacity	150–180 cars/hour	120–150 cars/hour	120–150 cars/hour
	Cost	High	Medium	Lower
	Key Benefits	<ul style="list-style-type: none"> <li>Greatest capacity to address future demand</li> <li>Two order points always available</li> </ul>	<ul style="list-style-type: none"> <li>Two order points always available</li> <li>Smaller lot solution for MOP</li> </ul>	<ul style="list-style-type: none"> <li>MOP available</li> <li>Captures demand primarily at peak times</li> <li>Face-to-face ordering</li> </ul>





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	<ul style="list-style-type: none"> <li>• Captures demand across all day parts</li> <li>• Fewer constraints when taking more complex orders</li> <li>• Optimizes kitchen capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Captures demand across all day parts</li> <li>• Optimizes kitchen capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to extend order point beyond existing COD</li> <li>• Flexible for future applications</li> </ul>
<b>Limitations</b>	<ul style="list-style-type: none"> <li>• Requires extensive lot space to install</li> <li>• Highest cost to install</li> </ul>	<ul style="list-style-type: none"> <li>• Cars cannot pull around slower cars, so slowest order determines customer flow</li> </ul>	<ul style="list-style-type: none"> <li>• Weather conditions limit availability</li> <li>• Daylight operations only</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>• Minimum three DT POS with NP6.5 or higher</li> <li>• Optimized with four DT POS</li> <li>• Additional headset system with second channel</li> <li>• Minimum 50 ft (15.2m) width available</li> <li>• Signage branding package</li> <li>• Tools to sequence cars</li> <li>• Additional staffing requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum three DT POS with NP6.5 or higher</li> <li>• Optimized with four DT POS</li> <li>• Additional headset system with second channel</li> <li>• Additional staffing requirements</li> <li>• Effective stacking lane</li> <li>• Additional menu board and COD</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum three DT POS with NP6.5 or higher</li> <li>• Wireless solution that extends to the DT</li> <li>• Viewing monitors</li> <li>• Safety gear for HHOT crew members</li> <li>• Caution signage</li> </ul>

<b>STEP 4</b>	1) Determine long-term and interim solutions
	2) Model solutions, estimate costs, and calculate ROI
	3) Use field service, development, and finance resources to assist in executing planned actions

Next Steps



## Determining the Best Multiple Order Point Option

Based on the results from the discussion above, you can use this options guide to help you determine the best solution for your restaurant.

<b>Decide if the restaurant should consider transitioning to MOP.</b>			
1.	<b>Does the restaurant, operations, and leadership meet the decision factors described on the previous pages?</b>		
	<table border="1"> <tr> <td><b>Yes:</b> Continue to question 2</td> <td><b>No:</b> Resolve any issues determined from the decision factor section. If operations need to be improved in the current configuration, use the DT pyramid to develop a plan.</td> </tr> </table>	<b>Yes:</b> Continue to question 2	<b>No:</b> Resolve any issues determined from the decision factor section. If operations need to be improved in the current configuration, use the DT pyramid to develop a plan.
<b>Yes:</b> Continue to question 2	<b>No:</b> Resolve any issues determined from the decision factor section. If operations need to be improved in the current configuration, use the DT pyramid to develop a plan.		
<b>Decide whether to test MOP with an HHOT or to go directly to constructing a second order point.</b>			
2.	<b>Are there many hours where there is strong evidence of increased car counts waiting to be captured?</b>		
	<table border="1"> <tr> <td><b>Yes:</b> Consider construction.</td> <td><b>No:</b> Consider HHOT.</td> </tr> </table>	<b>Yes:</b> Consider construction.	<b>No:</b> Consider HHOT.
<b>Yes:</b> Consider construction.	<b>No:</b> Consider HHOT.		
3.	<b>Is the additional car capture rate expected to be significant?</b>		
	<table border="1"> <tr> <td><b>Yes:</b> Consider construction.</td> <td><b>No:</b> Consider HHOT.</td> </tr> </table>	<b>Yes:</b> Consider construction.	<b>No:</b> Consider HHOT.
<b>Yes:</b> Consider construction.	<b>No:</b> Consider HHOT.		
4.	<b>Is leadership prepared to make the financial investments, in both construction and staffing, that these configurations require?</b>		
	<table border="1"> <tr> <td><b>Yes:</b> Consider construction.</td> <td><b>No:</b> Consider HHOT.</td> </tr> </table>	<b>Yes:</b> Consider construction.	<b>No:</b> Consider HHOT.
<b>Yes:</b> Consider construction.	<b>No:</b> Consider HHOT.		
5.	<b>Is there the physical space that a second COD requires, confirmed by the construction department?</b>		
	<table border="1"> <tr> <td><b>Yes:</b> Consider construction.</td> <td><b>No:</b> Consider HHOT.</td> </tr> </table>	<b>Yes:</b> Consider construction.	<b>No:</b> Consider HHOT.
<b>Yes:</b> Consider construction.	<b>No:</b> Consider HHOT.		
6.	<b>From a business perspective, will a more permanent solution be worth it?</b>		
	<table border="1"> <tr> <td><b>Yes:</b> Consider construction.</td> <td><b>No:</b> Consider using an HHOT to help build the business case for a more permanent change.</td> </tr> </table>	<b>Yes:</b> Consider construction.	<b>No:</b> Consider using an HHOT to help build the business case for a more permanent change.
<b>Yes:</b> Consider construction.	<b>No:</b> Consider using an HHOT to help build the business case for a more permanent change.		



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7.	<b>Are there enough facts now to support the need for tandem or side-by-side, and the financial ability to spend a large amount of cash right now?</b>	
	<b>Yes:</b> Consider construction.	<b>No:</b> Consider using an HHOT as an interim step to grow capacity, sales, and profits.
8.	<b>Does the leadership want to go directly to construction without using an HHOT as an interim step to prepare for MOP?</b>	
	<b>Yes:</b> Consider construction.	<b>No:</b> Consider using the lower-cost approach of HHOT to prepare the restaurant until the permanent solution is built.

**If you are transitioning by using HHOT, continue to ROI calculation. If you are going straight to construction, continue with question 9.**

9.	<b>Does the physical plant have the space for side-by-side, as determined by the construction department? Minimum spacing of 50 feet (15.2 meters) is needed.</b>	
	<b>Yes:</b> Consider side-by-side.	<b>No:</b> Consider tandem.
10.	<b>Is the restaurant free from zoning issues, if the restaurant loses parking stalls? Adding side-by-side is more likely to result in lost parking stalls. Tandem can also result in lost stalls.</b>	
	<b>Yes:</b> Consider side-by-side.	<b>No:</b> Consider tandem.
11.	<b>Does the restaurant need the maximum additional capacity that side-by-side provides?</b>	
	<b>Yes:</b> Consider side-by-side.	<b>No:</b> Consider tandem.
12.	<b>Are those who will be making the expenditures prepared to make the larger capital investment required with side-by-side?</b>	
	<b>Yes:</b> Consider side-by-side.	<b>No:</b> Consider tandem.



## Calculating ROI

Here is an example of how to calculate your ROI for adding a second order point. When implemented correctly, this can be a profitable way to build sales.

Increase in cars per day: 100

Average check: \$5 (U.S.)

Daily sales increase: \$500 (U.S.) (100 cars x \$5 [U.S.] average check)

Annual sales increase: \$181,500 (U.S.) (\$500 [U.S.] daily increase x 363 days)

Contribution margin: 25%

Annual profit: \$45,444 (U.S.) (\$181,500 [U.S.] annual sales increase x 0.25 contribution margin)

Monthly profit: \$3,787 (U.S.) (\$45,444 [U.S.] /12)

Investment cost: \$75,000 (U.S.) (will vary with scope of work and location)

ROI in months: 20 months (\$75,000 [U.S.] investment / \$3,787 [U.S.] monthly profit)

Remember that this is only an example. Use your restaurant's actual numbers to calculate your ROI.

## Manage the Implementation

The first step of the implementation is to set the construction plan for the restaurant. After that, you'll need to prepare operationally for MOP. This requires a minimum of 60 days in advance.

## Countdown to Multiple Order Points Implementation Plan

### Marketing

Adding order points to your DT is an exciting new change. Approach this innovation as if it were a new restaurant opening. Have a marketing plan throughout the process and plan a grand opening event.

Distribute construction flyers to customers early in the process, announcing the upcoming change. Include a vivid sense of excitement and anticipation in the flyer text and graphics, and be sure to include the customer's perspective. Specifically, how will this change create a better experience for them?

The flyers can also include infographics that train your customers how to use the new configuration. On the back of the flyer, consider adding a coupon good for redemption after construction is complete.



## CHANGE MANAGEMENT

Any change, even a good one, requires change management. As a leader, it is important for you to openly acknowledge the effects of change and to positively outline expectations for all crew members involved with the DT. This ensures that everyone is unified in working towards the same goal.

### Managing Change

Effective leadership enables employees to adjust to changes more quickly and easily—and with greater success. As a leader, you can encourage your crew to take on new challenges and look forward to the benefits of a growing business.

To help your crew prepare for a change, communicate with them. Here are some useful talking points:

- Tell them the purpose for the change. Answer the question, “Why are we doing this?”
- Paint a picture. Describe, clearly and completely, how things will be different after the change.
- Involve them in the plan. This builds acceptance and helps you accomplish the steps necessary to create the change.
- Explain their part. Let them know the position they will play in the new way of doing things.

In addition to communicating with your crew, you must also support them in making the change. How exactly you support someone depends on the individual. Some people need motivational support and encouragement that they can adjust to the change. Some need practical, directional support—to be told and shown what to do differently. Most employees need a combination of both.

How will you know what each employee needs? Pay attention—listen to them and watch them. Ask questions. Be available. Remember what your best coach did, and be sure to do the same.

### Behavioral Expectations

Be sure to have clearly defined behavioral expectations for every functional position in the DT team, and communicate these individually, and across the team as a whole. This ensures that everyone is working together toward the same goal.

### Become a Drive thru Expert

- Read and understand this manual
- If possible, visit a model restaurant so you can observe and learn what it takes to run a great DT
- Read and understand key support materials for the DT operations:
  - *Be Well Served Guide*
  - *Operations and Training Manual*

### Be a Visionary

- Visualize how you want your DT to provide a great customer experience in the newly changed environment—a friendly crew who greets and serves satisfied customers, smooth operations, accuracy and speed, and high-quality products. Embrace these changes and reinforce them each time you are in the restaurant.

### Be a Role Model and Observe

- Demonstrate behaviors you expect of the crew. Smile at customers and crew. Greet your crew by name.
- Wear a headset and listen to how the crew takes orders. Are they truly listening to the customers? Are they following EOT recommendations?



## Set High Standards and Seek Continuous Improvement

- When you visit the restaurant, always begin by being a customer at the DT. See how closely your experience matches the vision you have set and the procedures outlined in these guides. Take notes to use for specific improvements.
- Be sure to set and communicate targets, and celebrate when targets are met or exceeded. Targets should have a purpose. For example, do your managers have targets set to improve car counts at the breakfast and lunch peak times?
- Track and communicate GC results on a daily, weekly, and monthly basis to your team. Create an incentive for your organization that drives results for increasing the GCs.

## Reward Success

- Develop and maintain reward and recognition programs for the crew and managers that are built around targets for increased transaction counts (TCs) and operational excellence on a shift, daily, weekly, and monthly basis.
- Congratulate managers and crew members who meet or exceed targets and other expectations in front of their peers.

## Training

To fully realize the benefits of MOP, crew and managers must know how to work in the new configuration. This maximizes sales, ROI, and customer and crew satisfaction.

Here are the essential points for management and crew training:

- If possible, identify a nearby restaurant that is successfully using the multiple order point configuration that your DT will be adopting.
- Use that restaurant to train the restaurant general manager, shift managers, and other key individuals from crew and management, so they can understand and learn the procedures.
- Use SOCs to train the crew. Make sure sufficient crew members are trained on DT to cover all shifts.
- Implement, train, and coach to the primary, shared, and secondary duties to enable multiple-point order taking all day, every day, and to ensure that the same person is not taking orders for both CODs.
- Plan to staff the DT with an additional crew member for the first few weeks. This helps the crew feel more secure and also enables you to find out how high your car counts can go.

## Operating Tips

Moving to MOP requires the restaurant and DT to operate at maximum efficiency. In turn, this helps you to maximize sales potential and improve profitability.

Here are tips to help you to operate MOP:

- Review and implement guidance from the *Be Well Served Guide* to ensure that all equipment and supplies are in place. This helps to minimize the crew's physical effort—steps, turns, and bends.
- Set targets for each area on the POS (Point of Service) report. When targets are set, recognize and reward those individuals who are performing best in those categories. Interview the best performers, find out their tips for improving performance, implement them on DT team.
- Use your observations to identify areas of opportunity in the DT and production areas. Ideally, implement an action plan of improvements *before* you switch to MOP.



## Drive thru Execution Manual

- Manage expectations around OEPEs. The DTOEPE times might initially go up, but the overall experience time will come down. Remember that the goal is to get more cars through DT.
- Have clean DT lanes. Remove newspaper racks, trash cans, and all point of purchase (POP) items in DT after the order points. Don't give customers the opportunity to stop to buy newspapers or empty trash at any point in the lane.
- Prepare the grill team for how quickly the orders will fill the KVS.
- Increased capacity, car counts, and sales of multiple order point restaurants depend on both order points being open. In Side-by-Side and Tandem DT configurations, both order points must be open whenever the restaurant is open.



## Equipment

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### INTRODUCTION

From headsets to bump bars, it's important to have the right equipment on hand to ensure a smooth DT experience for both your crew and customers. Equally important is the correct placement and accurate labeling of equipment to ensure efficient usage. The *Be Well Served Guide* provides thorough guidance for equipment layout and labeling throughout the restaurant.

### STANDARD EQUIPMENT FOR DRIVE THRUS

#### Order Assembly Table or Heated Landing Zone

The OAT or HLZ is the primary point of distribution for condiments and napkins for the DT runner, with secondary distribution points in the DT Present window for the presenter.

Here are practical tips for the OAT and HLZ:

- Always use the maximum bin slots possible in the OAT or HLZ. Condiment bins should be changed out for each daypart to maximize the options or variety.
- Place the *Be Well Served* labels at the base of the OAT or HLZ to keep condiments organized and the labels out of customers' view.
- Use the *Be Well Served* guide to organize the secondary condiment locations in the DT Present window.
- Use condiment bin dividers to make room for more condiments and to improve organization. Do not mix condiments in one bin.
- Have enough condiment bins, napkins, and straws ready to last for at least a two-hour rush period.
- Store backup supplies in the beverage or counter area to provide for easy restocking.
- Be sure to include Happy Meal™ components and salad bags, as needed.

### Monitors

#### Managing with Monitors

To work and manage effectively in the DT, the crew and managers need to know what is happening with customers' orders and with cars. Product monitors provide current order information; viewing monitors provide current information about customers' cars. Both are equally important.

We recommend four food product monitors to speed service and ensure order accuracy:

- One at the OAT or HLZ, for the Runner
- Two in the Present window—one for the presenter, and one for crew members taking orders and one for the presenter
- One McCafé beverage monitor





## Danger Zone Monitors

A danger zone monitor alerts the shift manager to car stacking behind the COD—specifically, if there are three or more cars behind the COD. This way, the manager can assist the DT crew, as needed. The monitor provides a visual cue similar to a long line of customers waiting inside the restaurant.

To be effective, the monitor camera must show the COD and the danger zone area in front of the COD. Position the camera at least 12–20 feet (3.7–6.1 meters) above the ground to provide a wide viewing area of the DT. You might need to place the camera on the roof or on a light pole. Additionally, the camera might need a shield so that the overhead light does not wash out the picture at night.

## POS Expo Monitors

In the DT area, expo monitors should be positioned no higher than 6 feet, 4 inches (1.9 meters) from the floor for easy visibility.

## Using the Runner Monitor for Shift Management

In addition to being a valuable tool for runners, the runner monitor also helps shift managers identify danger zones.

Here are tips for using the runner monitor for shift management:

- If the monitor is full and orders are pending, but the green box is on the first or second position, check to see if the production area needs assistance.
- If the monitor is full, and orders are pending with no green box position, check to see if the present area needs assistance.

### TIP



The monitors give accurate information only when orders are being served off (bumped) at the time that the customer actually receives the complete order. Taking shortcuts to shorten service times does not improve the customers' experience. In fact, this can cause confusion among the crew, resulting in reduced efficiency and capacity.

## Bump Bars

The runner bump bar was developed to help improve speed and accuracy in the DT. Partnered with the runner monitor, the runner bump bar enables runners to manage orders accurately.

Presenters should not serve orders until after the runner has indicated that the order is ready to serve. This is especially important with large orders, which can appear visually ready to present without actually being complete.



## Headsets

Communication is critical for fast, accurate, and friendly service. Headsets are an important piece of equipment in the DT, enabling the crew to communicate with customers and with each other. Every member of the DT team should wear a headset—the shift manager, initiator, and production manager, in addition to crew members. For Single-Lane DTs, we recommend 5 headsets to ensure effective communication and coordination of the crew’s shared and secondary duties.

Headsets also enable the crew to communicate with each other in a way that doesn’t disturb customers. It’s not appropriate or pleasant for customers to hear crew members calling out, “We need more change” or “Pull that car.”

Make sure that only the original, manufacturer-approved parts are used with headsets.

## Headset Tones

Be sure you understand the tones, or beeps, for the headset system in your restaurant. For most headset systems, the crew will hear only a single beep that repeats every three seconds. Crew members should answer immediately, if possible, and no later than the third beep.

## Sticky Button, Talk Lock, or Latch Talk Function

“Sticky button” refers to the function that enables a crew member to press a button once to speak to the customer without having to hold the button down as they talk. This leaves the microphone open for continuing communication with the customer until the crew member is ready to provide the total cost. When the crew member concludes the exchange—for example, by saying, “If your order is correct on the screen your total is \$\_\_. Thank you, please pull forward”—they can press the button to end the connection.

## Page Function

The page function enables crew members to communicate with everyone else wearing a headset without the customer hearing the communication. Make sure everyone wearing a headset knows how and when to use the page function. Several new headset systems filter the page function from the person taking an order, so that paging does not interrupt the order taking process.

## Channel Options and Audio Remediation

Headsets have either a 1/A or a 2/B channel option. In Single-Lane DT, use only the 1/A position.

The average life of an audio system is about 7–10 years. Speaker and microphones last about 3 years, and batteries 2 years. Be sure to keep your system, microphones, and batteries up-to-date.

## Sound Quality



To optimize sound quality in headsets, make sure that each crew member lines up the mouthpiece with the corner of their mouth. Mouthpiece microphones are directional, so if the mouthpiece is not correctly positioned, the sound quality will be compromised.



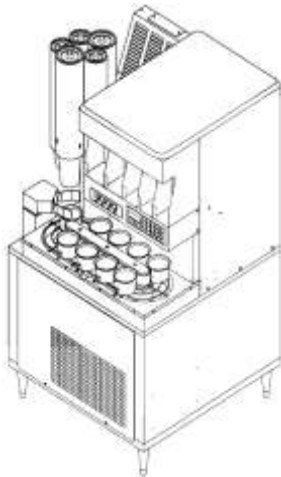
## Programming

### Base Station Adjustments

The crew can inadvertently reprogram headsets from the way they turn headsets on and off. Instruct the crew to use only the power button to turn headset on or off.

### Automated Beverage System Overview

The automated beverage system (ABS) is an optional piece of equipment that automatically dispenses beverages based on the customer's order.



The ABS selects the correct beverage and cup size, then initiates and stops the fill. An ABS improves the speed and accuracy of order fulfillment and enables the crew to do other tasks while the beverages are pouring. This increases productivity.

The lower the volume, the more impact the ABS has on service speed, because no crew member is needed to grab a cup, add ice, and do the beverage fill. Because the beverages pour in the order in which they were stored, this also helps the presenter ensure order accuracy.

ABS also helps to keep food costs down because it consistently fills the cup with the correct amount of ice and beverage.

Fill the cup tubes only to the yellow fill line. If you overfill the cup tubes, this bends the clips that keep the cups in place and causes them to drop out unexpectedly. Always have extra cup tube clips on hand to ensure that the cups dispense properly.

### Coin Changer

The coin changer saves 3–5 seconds per transaction. These seconds add up, and saving seconds is especially important during peak times.

### Credit Card Reader

Credit card readers vary by market. Position the readers as close to the window as possible for easy access for the crew and customer.

### Drive thru Windows

The correct location and ergonomics of DT windows is essential to speed. Whenever possible, the window should slide from the back of the restaurant toward the front. This provides the best ergonomic positioning.

### Tinting

DT windows can be tinted for easier viewing of the POS and the monitors. Tinting the windows can also reduce utility expenses by reducing solar heat gain. Do not overload the windows with messages. This gives a cluttered appearance to your customers.



## **Menu Boards and Customer Order Displays**

One menu board is required with 100 percent visibility for cars 1 and 2 in the single lane. The distance from the center of the open Cash window to the center of the COD should be 100 feet (30.5 meters), optimally.

## **Pre-sell Board**

A pre-sell board is optional. Use only one pre-sell board and position it 30 feet (9 meters) before the COD.

## **Equipment Layout**

Follow your market's Be Well Served layout for the Cash and Present windows to provide the most efficient workspace for your crew.



## HAND-HELD ORDER TAKER EQUIPMENT AND SAFETY CLOTHING

The HHOT device requires specific equipment and safety clothing in addition to the standard DT equipment, as outlined below.

### Batteries

The HHOT device displays connectivity strength (wireless signal) in bars and the percentage of battery strength that is available. The average battery life in the HHOT device is 2–3 hours. Make sure you have enough batteries for the length of time that crew members will be using the HHOT.

### Hand-Held Order Taking Device Models

There are several models of HHOT devices. Contact your POS vendor for what is available for your system. Each HHOT device comes with batteries, a stylus, and a harness, along with a docking station, cradle, and battery charger.

### Harness



The harness helps support the weight of the HHOT and gives crew members flexibility for handling the device during down time. Each HHOT comes with one harness.

### Viewing and Merge Monitors Point of Service Monitor Shield



Similar to a merge point monitor, a viewing monitor (enabled through the danger zone camera) must be in place at each order point to verify communication with the HHOT crew member.

You might need a POS monitor shield to mount the viewing the monitor over the register. Contact your kitchen equipment solutions (KES) for parts.





## HAND-HELD ORDER TAKER EQUIPMENT AND SAFETY CLOTHING

### Required Clothing

The HHOT crew member must wear a McDonald's safety vest and hat.

Order required clothing from your uniform company.



### Optional Clothing

A jacket, an insulated cap, and gloves are available for colder climates.



Vinyl gloves can be worn under fingerless gloves for warmth, while keeping full dexterity.



### Safety Cones

Two safety cones are required: One at the beginning of the DT lane and one at the primary order taker location. Cone height must be at least 28 inches (0.7 meters).



### Flags—Required

Two caution flags are required: One at the entrance to the parking lot and one at the primary order taker location.

Yard signs are available for restaurants with restricted sign areas.





## Mobile or A-frame Menu—Recommended

If it's not easy for cars to see the menu board, we recommend adding a mobile or A-frame menu to assist with HHOT-based ordering.



## Headset Booster System

Before beginning HHOT operations, walk the DT lane (with a headset on) from the COD to the farthest point in the lane that the HHOT crew member will be, to make sure that you can make clearly audible communications through the headsets. If not, you will need to install a headset booster system and/or a remote antenna to ensure clear communication.

You can order the headset booster system through your audio vendor.

## Sun Protection—Optional

Restaurants in very sunny areas can include sun protection (for example, a standing umbrella, with base) for the HHOT crew member.

An umbrella can also function as a cue for customers that the HHOT is in place.

Make sure that the base is sufficiently strong to withstand wind and rain.



## Stepping Stones (Landscaping)

For safety purposes, HHOT crew members are not to walk in the DT lane. Stepping stones are recommended in the landscaping so that the HHOT crew member can safely and easily walk along the curb. These can be purchased from your local landscaping store.



## Branding and Marketing

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### Branding

Every element of the DT is branded, from the street signage to the parking lot, and from lane markings to window signage. These elements, along with lot striping, identify your DT as a McDonald's DT and provide customers with clear directions for navigating through the DT. Effective branding includes not only positive elements such as clear signage, but also eliminating negative elements that could detract from the general appearance or impede customer flow—for example, newspaper racks, trash cans, excessive signage, or lane barriers of any sort.

In every aspect of branding, be sure to follow your market's branding guidelines.

### Striping

Striping in the DT lanes must be as consistent as branding. Standardized markings help customers find the DT lanes, and markings direct customers to the DT lane by the best and safest route possible. This route is typically away from the primary drive aisle and most common entrance, or around the building to increase stacking in the lane.

Refer to your market guidelines for basic striping information.

### Marketing

The DT is an important portion of your business that you can leverage with effective advertising and merchandising. In any new restaurant, as well as with remodeling and DT configuration changes, actively marketing changes and improvements to your customers will publicize and grow your business.

### New Store Openings

Be sure to feature the DT any new store openings.

Many restaurants plan a practice run for openings, including the DT, which helps prepare shift managers and crew for managing customer flow and equipment throughout the restaurant. For the practice run, you can use color-coordinated tickets for invited guests (including employees and their families)—red for people ordering in-store and blue for people ordering in the DT, for example. Give clear directions in advance, stating that anyone is welcome to come inside to eat, but that they must first use the ordering route designated by their colored ticket. This way, your shift managers and crew will be able to check that all DT equipment is working correctly.

### Merchandising Tips

Organize the DT menu board, the pre-sell board, and merchandising materials to promote quick ordering decisions for customers.

Be sure not to place marketing material in a location that will cause customers to stop in an unsafe place in the DT. For example, a pre-sell board in an incorrect position can cause customers to stop their car to look over the order options. This can cause the line to back up behind the car, in a place where it is not visible on the danger zone monitor.

Be sure that merchandising items are not attached to the COD. This can affect audio quality.





## Hand-Held Order Taker

### INTRODUCTION

The HHOT device enables the crew to take two orders at the same time—one order through the existing COD, and the other order via a crew member equipped with an HHOT device and positioned outside, about 20 feet (6 meters) in front of the COD. The crew member with the HHOT can serve as a dedicated order taker, a tandem order taker, or a flex order taker.



#### NOTE



For a complete listing of HHOT Use Cases and procedures review the Tablet Order Taking Execution Guide ([link to Guide](#))

### BENEFITS OF THE HAND-HELD ORDER TAKER

The HHOT device is easy to use, requiring minimal instruction. This face-to-face order taking method provides the following benefits:

- Builds DT capacity, increasing total GC
- Reduces order taking times
- Improves order accuracy
- Moves the order point back, providing more time for the production team to prepare the food
- Adds a second order point, where a Side-by-Side DT is not an option
- Provides the opportunity to split the cash-taking and order taking functions with four DT crew members
- Improves the overall customer experience through friendly, direct person-to-person contact



## Staffing and Safety Basics

When you incorporate HHOT into your DT, you must be prepared to make these changes:

- DT crew and managers need to know and use all safety procedures and equipment.
  - Safety clothing (vest and hat)
  - Headsets for all members of the DT team (the HHOT crew member's headset should be set to **Intercom**)
  - Safety cones and flags
  - Color viewing monitor
  - Protective weather equipment and gear, as needed
- Managers and crew must be trained on the HHOT device.

### NOTE



For a complete listing of HHOT equipment and safety clothing, see Hand-Held Order Taker Equipment and Safety Clothing in the Equipment chapter, page 102.

## SAFETY AND SECURITY

When using HHOT, your crew needs to be your number one concern. HHOT crew members work in all weather conditions and around moving vehicles. All DT configurations must meet McDonald's safety requirements.

If your restaurant is in a high crime area, consult your security manager before adopting HHOT.

Before implementing HHOT, you must address the following safety concerns. Your market might have additional requirements for crew members working outside the restaurant.

### Requirements for the DT area:

- DT lanes, traffic lanes, and parking spaces must be clearly marked.
- To alert cars to the presence of HHOT crew members, two caution flags and two cones must be in place: One flag and one cone in front of the HHOT crew member, and one flag and one cone at the entrance to the DT lane. Place caution flags and cones at an adequate distance to allow vehicles to stop as soon as the HHOT crew member is visible to the driver.
- Where possible, position HHOT crew members on walkways or on raised curb areas.
- The danger zone camera must have a complete view of the DT lane, and the viewing and merge monitors must be in use for visual communication.

### The HHOT crew member must:

- Be trained in, and follow all, safety procedures
- Wear the required high-visibility vest and hat, as a minimum
- Tuck in loose clothing and long hair
- Look neat and clean, because they are a brand ambassador
- Wear McDonald's uniform clothing, including jackets when needed
- Be vigilant of traffic in the parking lot and DT lane at all times
- Wait for cars to come to a complete stop before approaching the car to take an order



- Not to stand or step between vehicles to avoid direct contact with exhaust emissions
- Avoid all contact with vehicles
- Know the restaurant's signal for emergency situations
- Know how to handle a customer complaint (for example, missing food in order)
- Be aware of the effects of extreme weather (heat exhaustion, frostbite) and ready to report any risk to their well-being

## Minimum age and scheduling

- HHOT crew members must be at least 18 years of age.
- HHOT should be restricted to daylight hours or a well-lit area. Do not allow the use of HHOT during weather conditions where drivers or the HHOT crew member might have limited visibility.
- Staff the HHOT crew position only with volunteers who enjoy working outside.

## Personal safety

- Instruct the HHOT crew member that if they feel threatened by aggressive or unusual behavior by customers or anyone else, they should:
  - Stay calm
  - Back away from the situation
  - Alert nearby crew members
  - Immediately inform a manager, using the DT headset
  - Go inside the restaurant, if necessary

## HAND-HELD ORDER TAKER STAFFING AND POSITIONING OPTIONS

Typically, order takers are located inside the restaurant. With HHOT, a crew member is positioned outside the restaurant to take orders, working in place of the COD or standing about 20 feet (6 meters) in front of the COD. Following are the options for HHOT crew members. Not all options are available in all markets, so consult your local operations team first.

- **Dedicated order taking** positions the HHOT crew member outside, replacing the COD, and keeping one order point. This can also be used as a strategy to speed up the line. If the DT line extends into the danger zone, a crew member can go out and take orders to keep the line moving.
- **Tandem order taking** positions the HHOT crew member about 20 feet (6 meters) in front of the COD, enabling the inside order taker to continue to take orders. This way, you can take two orders at a time. Some markets use two HHOTs with both crew members positioned outside and no inside order taker.
- **Flex order taking** positions the HHOT crew member outside, replacing the COD. The COD becomes the secondary order point if volume increases.

The real benefits of adopting the HHOT comes with consistent use. Most restaurants see an increase in car counts shortly after starting HHOT, but see even greater increases as customers experience the new configuration consistently and customer confidence builds.



## Capacity and Targets

- Knowing your DT capacity and targets helps you drive your business results and restaurant profitability. Capacity (the number of cars per hour your DT configuration is capable of handling) is your reference point or “ideal result.” Targets (goals that you set within your restaurant) are your starting points for DT execution excellence. If you don’t know the capacity for your restaurant’s DT configuration, you won’t know the potential. And if you don’t set targets, you probably won’t increase capacity.
- The capacity for HHOT is 120–150 cars per hour. By setting targets as a percentage of that capacity, you can arrive at the following targets:

Capacity %	HHOT Car Counts
100%	120–150
90%	108–135
80%	96–120
70%	84–105
60%	72–90
50%	60–75

If you can expand to 80 percent of capacity at peak times, you’ll continue to grow your DT business.



## HAND-HELD ORDER TAKER OPERATIONAL DIFFERENCES

The HHOT device works almost the same as a register. However, managers and crew should be aware of the following differences:

- **Cannot recall on the HHOT device:** After an order has been stored, it cannot be recalled on the HHOT device. The customer should be told that their request will be taken at the window. The HHOT crew member then communicates to the cashier that an add-on is needed and specifies the order number.
- **Taking promo coupons:** The promo function should be fully enabled across the crew. (This is done on the manager's menu of the register and enables the functionality store-wide). If a customer has a coupon, and if the crew-enabled button is activated, the HHOT crew member proceeds with the order as usual and the cashier collects any coupons. Alternatively, each order can be approved by a manager, but this takes considerably more time.
- **During tandem order taking, the HHOT crew member stores the order only when the order at the COD has started with the first key stroke:** If the restaurant does not have tandem capability, the first order at the COD must be stored before the second order is stored. This requires good communication between your two order takers.

## OPERATIONAL PROCEDURES FOR HAND-HELD ORDER TAKER

The following operational procedures are required, regardless of the HHOT mode used (dedicated, tandem, or flex).

### Handling Issues with the HHOT

If the tablet locks up or there is a security issue, the HHOT crew member asks the cashier to take the order at the COD. The HHOT crew member identifies the type and color of the car (for example, blue sedan), and then goes inside the restaurant, while communicating the issue to the manager through the headset.

Do not have the customer wait to place the order until a manager comes out to the DT lane.

### Observing, Tracking, and Monitoring the HHOT

To ensure consistent, efficient use of HHOT, do the following:

- Spend time daily observing the DT lane from outside the restaurant to ensure procedures are followed.
- Track and post daily, weekly, and monthly results and generate new targets.
- Check the DT lane viewing monitor to ensure that the HHOT crew member is positioned correctly and safely.
- Monitor minimum safety and equipment requirements.

### Suspend Use of HHOT

Consider temporarily suspending use of the HHOT if any of the following conditions occur:

- There are danger zones in the production area (this indicates that taking orders is not the issue causing delay).
- The shift is not running at an acceptable level.
- The manager is not experienced with using HHOT.
- The crew does not have the necessary skill level.



## ENHANCED ORDER TAKING

In all three modes for HHOT, the HHOT crew member uses EOT.

### Step 1: Smile and Greet the Customer Immediately

Greet the customer as soon as the car stops. Give them a big smile and be friendly but brief—"Hi, may I help you?" or, "Hi, I can take your order here." Customers expect the same level of hospitality in the DT lane as they would at the FC.

#### TIP



Do not greet the customer until the car has come to a full stop.

### Step 2: Take the Order Using EOT

**While wearing a headset,** place the earpiece and microphone on the opposite side of your head from the customer. When the microphone is not in use, tuck it away. This helps the customer determine whether you are talking to them or into the headset.

**Let the customer to order and do not interrupt.** When a customer is interrupted, they lose their train of thought and feel rushed. Listen carefully without interrupting, EOT will prompt the necessary questions to complete the order. If the customer needs to see the menu board, use a mobile menu.

**Clarify the order.** When you clarify, do not ask an open-ended question such as, "What type of sauce would you like?" Instead, clarify with specific details such as, "Would that be BBQ sauce with your McNuggets?" or, "Is that a Coke?" Add the type and quantity of condiments to ensure that the order is accurate and complete.

**Determine order accuracy.** If you're sure of the order accuracy, move on. Otherwise, ask the customer to confirm the order, "I may have missed something. Let me quickly confirm your order."

**State the order total.** In a friendly tone, state the order total, and then ask the customer to pull forward to the Cash window.



## SITE CHECK

Site checks are crucial to ensuring safe HHOT operations for crew and customers. There must be a clear protected pathway, bounded by a curb or safety cones, so that the HHOT crew member can walk the line while staying clear of the DT lane and traffic.

Walk around your restaurant and review each area to make sure your restaurant is prepared.

### Safe Practices

- The HHOT crew member should stand one to two car lengths in front of the COD when working in dedicated mode, and one car length in front of the COD for multiple-order-point ordering. This way, they can get the order as soon as possible.
- The pre-sell board can be set up with an EVM display or the newest promotion. This saves the customer from having to move to the menu board or use a laminated menu card.
- DT landscaping should be free and clear in the area where the HHOT will be standing and walking. Eliminate any risks for tripping and falling.
- The HHOT crew member must have a clear area to walk safely. They cannot be in the actual DT lane or in the parking lot. They must be up on the curb area within the landscaping, be able to walk along the sidewalk, or be in a safety-designated area.
- Viewing cameras should be positioned so that there is a clear view of the entire lane that is used by the HHOT crew member. The HHOT crew member must be in view by inside management and crew members at all times.
- Clear, effective communication between the HHOT and the inside DT team must be in place at all times. The headset system must work in the entire area served by the HHOT crew member. If necessary, use a booster system for the headset. This is critical to crew safety and support from the inside team. Contact your local headset company for information.

### Safety Check

Use this checklist to verify that all safety precautions and requirements are met. If you answer No to any of the questions, make an action plan and be sure the issue is resolved before you starting using the HHOT.

Drive thru Hand-Held Order Taker Safety Check		
Site verification and site check complete	Have all safety concerns been addressed?	Yes / No
Safety cones ordered	Are there a minimum of two cones: one at entrance of DT and one at primary HHOT spot?	Yes / No
Safety flags ordered	Are there a minimum of two flags: one at entrance of lot and one at primary HHOT spot?	Yes / No
Safety uniforms ordered	Do you have the McDonald's required safety vest and hat as a minimum? Do you have recommended outdoor wear?	Yes / No



# Drive thru Execution Manual

Audio system provides clear, constant communication	Can the HHOT crew member be heard throughout the lane by inside crew? If no, order booster system from your audio supplier.	Yes / No
Viewing cameras and monitors in place	Can the HHOT crew member be seen by the DT crew members at all times, when stationary or walking the line?	Yes / No
Clear pathway in landscape provided	Has a clear path been identified that is clear of all landscaping and debris so that the HHOT crew member can safely walk the line?	Yes / No
Crew safety	Has the HHOT crew been trained how to recognize the symptoms of heat exhaustion and frostbite? Has the HHOT been trained to react to aggressive customers or other people, to protect their own safety?	Yes / No
All weather protection	Depending on climate, have umbrellas been provided for shade and protection from sun and rain?	Yes / No
Cold weather protection	Have the sidewalk and pathways been cleared of snow, ice, and slip and fall hazards?	Yes / No

## Weather Conditions

HHOT crew members must be trained in safe work practices where extreme heat or cold is a factor, including symptoms of heat exhaustion and frostbite. Shift managers must monitor the HHOT crew member and provide the necessary breaks and support.

## The HHOT Crew Member

This person must be a DT expert—friendly, accurate, and fast. The HHOT crew member must be responsible and safety conscious, and be able to do the following:

- Assess customer flow and safety zones
- Manage customer complaints
- Follow correct order taking and safety procedures

## Additional Tablet Resources

- [Tablet Order Taking Manual | DT and InStore](#)





## Additional Resources

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### **TRAINING MATERIALS**

For training materials, contact your Training Lead.



## GLOSSARY

Terms or Acronyms	Spell-out or Definition
ABS	Automatic Beverage System
<i>Be Well Served</i>	A layout manual for equipment placement in every area of the DT and restaurant. The phrase “Be Well Served” can also refer to the placement or labeling system itself.
COD	Customer Order Display
Conditions-based Thinking	A strategic, data-driven decision-making process based on individual restaurant conditions. Also see Restaurant Conditions
DT	Drive thru
EOT	Enhanced Order Taking Onscreen prompt system that ensures complete order information
FC	Front Counter
FFDT	Fast Forward Drive thru
GC	Guest Count
HHOT	Hand-Held Order Taker Portable device for order taking outdoors, near DT lane
HLZ	Heated Landing Zone
MDS	McDonald’s Delivery System
MOP	Multiple order points
OAT	Order Assembly Table
OEPE	Order End to Present End



# Drive thru Execution Manual

	Average time from order end (on store) to present end (order served) <i>This term replaces TTL (Total Time in Line)</i>
POS	Point of Sale
Restaurant Conditions	The combination of guest arrival rates and choices and the staffing, equipment, and physical plant of a restaurant at a given time.
ROIP	Restaurant Operations Improvement Process
Rule of Three	In an FFD, the presenter notifies the shift/service manager when it is necessary to pull a third car forward, in case additional issues might be causing a delay.
SOC	Station Observation Checklist
TC	Transaction Count