Ba-da-ba-ba Bottleneck:

Addressing Crew Onboarding Challenges at McDonald's

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Problem Statement

- Onboard new crew members to 40,000+ corporate- and franchisee-owned restaurants

- Identity synchronization process across all systems takes up to 24 hours

- Increasing authentication requests strains at-capacity infrastructure, resulting in monthly outages

What We Heard:

"Fix your aging infrastructure and reduce the sync time"

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Problem Approach

- Redesign identity synchronization infrastructure for scalability
- Rethink data in terms of a "golden record"
- Move from batch to delta processing
- Migrate all applications to take advantage of changes

What We Assumed:
"There is a technical solution to fix this"

Result

- Technical infrastructure tripled to account for failover pair + 1 – no more outages

- "Golden Record" enabled 1:M view of data vs. 1:1 per application

- Delta processing changed sync time from 12 hours to 10 minutes

What We Achieved:
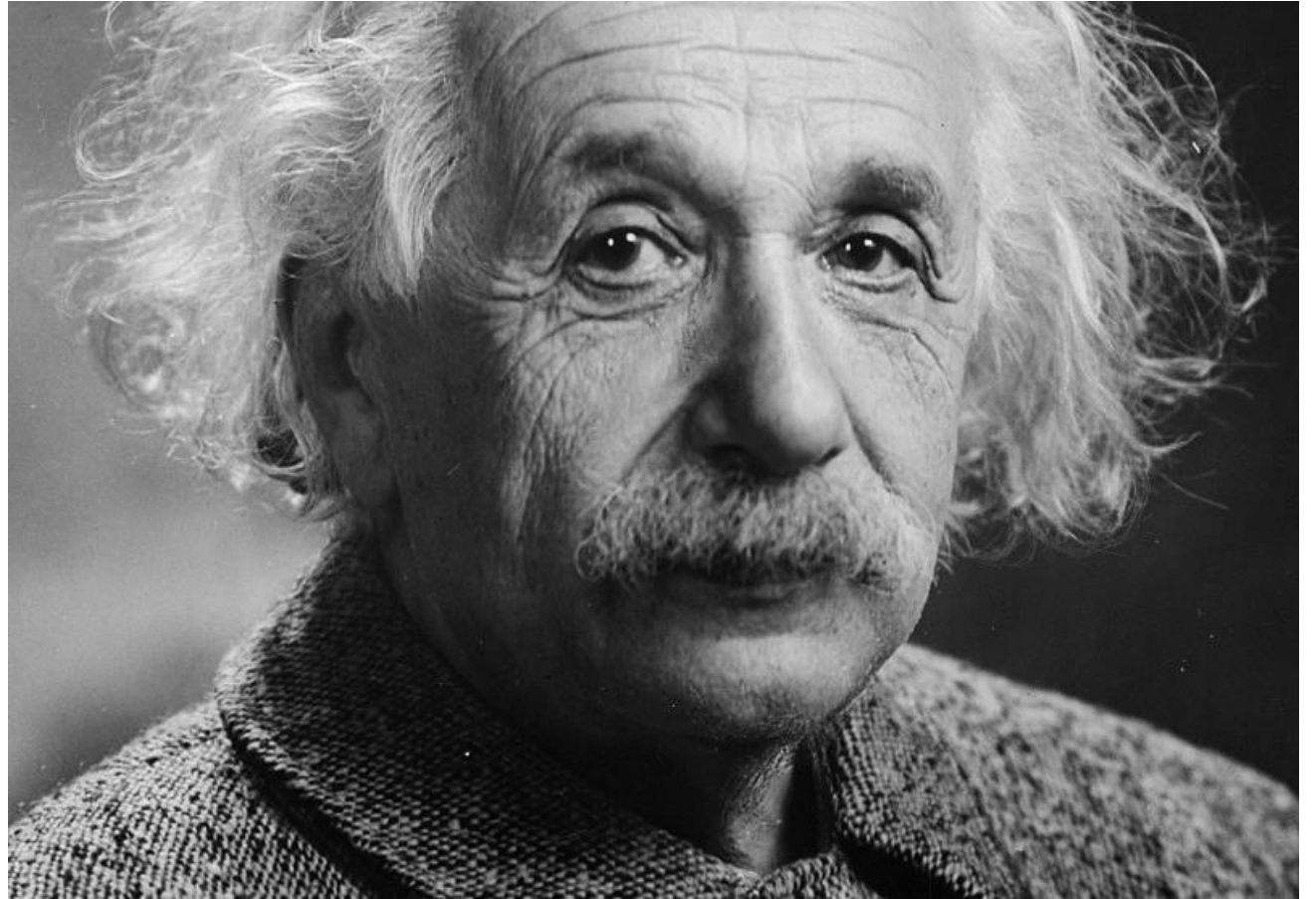**"We solved the wrong problem"**

The Real Problem Statement

- Restaurants wanted to onboard and train crew during their first shift (2-3 hours)

- Identity availability is only one piece of onboarding, and not necessarily the critical factor in success

What We Should Have Done:
"Questioned our assumptions"

Albert Einstein

Theory of Relativity & the Cosmological Constant

Lessons Learned

- Ensure the right voices are being heard
- Simple solutions can often be better than more complex
- Ask, "Are we solving the right problem?"

- Validate measure of success
- Evaluate people, process, and technology in approach
- Don't miss the "why" behind the "what"

**Question Your Assumptions:
"Remember, you are no Einstein"**

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Thank you!