



Customer Profile

Microsoft Dynamics® Solution: Microsoft Dynamics® GP
ISV Partner: Altec, Inc.

Industry: Hospitality
Web Site: www.mccormickandschmicks.com

McCormick & Schmick's Seafood Restaurants, Inc.

Question: What do Rodeo Drive in Beverly Hills, the San Francisco Opera, and the CNN Center in Atlanta have in common?

Answer: A 275-pound inflatable crab. All of those locations have been visited by Jake the Crab, the gigantic mascot for McCormick & Schmick's Seafood Restaurants.

What started in 1892 as Jake's Famous Crawfish in Portland, Oregon, transformed in 1979 to McCormick & Schmick's Seafood Restaurants, Inc. Since that time, diners have enjoyed fresh seafood and steaks in 90 upscale, casual restaurants across 25 states, Washington, D.C., and British Columbia, Canada.

But growing the business further meant working out a snag in the line at McCormick & Schmick's corporate office.

A Sea of Paperwork

McCormick & Schmick's business model gives restaurant managers autonomy with their purchases. This decentralized process allows managers to buy the freshest, highest quality products at the right quantity and price for their restaurants. Such autonomy also means multiple vendors and many invoices.

While restaurant managers monitored their costs, labor, and sales, they mailed their accounting paperwork to accounting services at McCormick & Schmick's corporate office. Accounting services was mired in a sea of paperwork, facing bottlenecks in the mailroom, mining invoices, confirming numbers, addressing concerns, and pushing paper between departments. Needless to say, the process duplicated work, affected closing cycles, and required explanation of corporate corrections.

Thomas Yee, senior manager of restaurant systems, wanted to find a solution. "Change

happens as a result of a vision or a crisis," he says. "We opted for a compelling vision." He envisioned a process that would eliminate redundant effort, streamline processes, and provide greater end-user visibility to data.

Casting a Wide Net

In 2003, Yee attended Convergence, the annual Microsoft Dynamics customer conference. The vision was clear: find an ISV solution that integrated with Microsoft Dynamics GP and eliminated their workflow inefficiencies. "At Convergence, the forum to talk with end-users, product people, and Partners is just phenomenal."

Yee made contact with Altec. Their *doc-link* software would end paper pushing at McCormick & Schmick's corporate office and feed two systems: Microsoft Dynamics GP and their business analytics application. Prior to implementation, Yee and Altec mapped out current business processes and surveyed what technology they had and what they needed.

McCormick & Schmick's SEAFOOD RESTAURANTS

"Everything can be killed with time or money," Yee says. "We wanted to find a better way to do our work without wasting one or spending the other." Since restaurant managers were using multi-function printers that could copy, scan, and fax, it seemed clear that eliminating paperwork started there.

A Great Catch

At each restaurant, managers now scan invoices instead of mailing them. Scanning eliminates needless photocopies, overnight

shipping costs, and lost invoices. As a result, work flows more efficiently from the restaurants to the corporate office.

Accounting services no longer waits on delivery schedules or weather delays. They are able to review and make corrections as needed from each restaurant's scanned documents in *doc-link* and use Integration Manager to pull the information into Microsoft Dynamics GP. Yee says, "Accounting services used to re-key data into Microsoft Dynamics GP. But pushing paper for this process is not value added."

With the physical paper eliminated, accounting services is able to focus differently on their work. "While little has changed for restaurant managers, it has been a shift in responsibilities for accounting services. They have little waiting, sorting, processing, filing, and archiving," Yee notes. "Instead of duplicating a manager's work, accounting services now focuses on reviewing the invoices in more detail as an added control."

Accounting services also spends less time fielding vendor calls. Those calls, in fact, have dropped off due to invoice review or because they can be addressed more effectively at the restaurant level.

In addition to improved workflow and synchronization of applications, accounting services has not had to add staff even as McCormick & Schmick's has added restaurants. Another key benefit is a narrower accounting services closing cycle: it decreased from five days to two days.

With this solution, McCormick & Schmick's Seafood Restaurants have reeled in a big one. Maybe not as big as Jake the Crab, but big enough to work within their business model, serve a corporate vision, and position themselves for future growth. 