



CASE CHALLENGE BRIEF

CUSTOMER EXPERIENCE: ARBY'S

Business & Challenge Overview

Arby's restaurants have been in business for over 50 years, growing to over 3,400 locations in 18 countries since first opening in Boardman, OH in 1964. Arby's prides itself on its original brand purpose: **Inspiring Smiles Through Delicious Experiences®** by offering a wide variety of sandwiches, salads, and sides, including our signature classic roast beef, curly fries, and Jamocha shakes.

Arby's competes with both quick service restaurants (QSRs) and fast-casual restaurants for customers. QSRs focus on selling food quickly and affordably, often offering *both* table-dining and drive-through service. Fast-casual restaurants are often higher priced and typically do not offer drive-through options. In 2013, Arby's reimaged its brand as **Fast Crafted®**, offering customers a fresh new experience with a wide selection of market fresh sandwiches and salads featuring a full selection of meats including corned beef, smoked turkey, chicken, and Greek gyro. The restaurant design has also been updated with a new paint scheme, wood tones, white brick, lighting upgrades, stainless steel finishes, chalkboard graphics, and upgraded landscaping. This new look and expanded menu intends to invite customers away from both QSRs and fast-casual restaurants with affordable high-quality meals and a pleasing modern design.

Since reimaging, Arby's has experienced strong growth. However, in order to maintain that growth, we need to increase sales from customers who currently eat more often at QSR competitors than at Arby's. One segment that we have targeted with the most growth potential is the young adult group (ages 13-17). *What can Arby's do to capture that group?*

We need your help! You and your Arby's Marketing Team will need to create a recommendation for **creating a great customer experience that can get teens ages 13-17 to buy more Arby's products**. To successfully complete this challenge, you will need to look at the preferences, experiences, and desires of teens and identify a strategy (plan of action) that will bring them to our restaurants.

Let's go win those new customers!

Checklist

UNDERSTAND THE PROBLEM

- Write down what you know about the problem.
- Review what exactly the company is asking for with your team.

RESEARCH & EXAMINE PROBLEM

- List what you need to know to understand what is causing the problem. Use the following questions as a starting point:



- What do you know about the target **demographic** as it relates to the challenge?
 - What do you know about the **products offered** as they relate to the challenge?
 - How does **place** or **space** as it is experienced by the customer relate to the challenge?
 - What do you know about the **promotion** strategy? Are there problems with **messaging** (advertisements, marketing materials, social media, etc.) that need to be addressed?
 - Is product **price** related to the challenge?
- Identify resources for getting the information you need to examine the problem fully and assign research tasks to your team.
- Compile research results into one document that everyone on your team can access.

CREATE SOLUTION

- Identify the needs of the target demographic
- What do they like about their favorite QSRs?
 - What do they expect in a customer experience?
- With your team, identify options by brainstorming a list of possible solutions. Use the following questions to help with your analysis:
- What can be offered to the target demographic that is different from other companies?
 - What solution is the best fit for the company's brand?
- Think through the risks and benefits of each possible solution to narrow down the list
- As a group, discuss your findings and decide on the best solution, making sure to include:
- The specific resources that will be needed
 - How to implement the changes
 - The implementation risks that might exist and how you would address them
 - A PowerPoint presentation outlining your solution (total presentation time is no more than 5-7 minutes)
- Your solution should also include the following:
- Answers to all parts of the challenge question
 - Explanation of why your solution is the best strategy
 - Evidence that demonstrates why the solution will work
 - Reasoning for choosing the recommended tactics/plan
 - Steps the company should take to make the solution happen
 - Explanation of the expected results the solution will have on the company and stakeholders

CREATE PRESENTATION / DEMONSTRATION

- Create a presentation to share your solution with the company. Be sure to include the following:
- A clear explanation of the challenge and your solution
 - Visuals or media that clarify information or engage your audience (for example: pictures, tables, charts, etc.)



- Prepare to present
 - Assign individual sections of the presentation to each team member
 - Practice delivering your section of the presentation professionally and confidently
 - Rehearse the entire presentation as a team
 - Think through possible questions the company might have about your solution and how you might answer.
 - Make any updates to your presentation that will strengthen your solution and make it clearer.
- Review the Case Challenge Presentation Rating Sheet, and use it as a guide as you develop and rehearse your presentation.