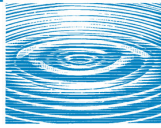




KING·CASEY



BRAND·RETAIL INNOVATORS

King · Casey CASE STUDY

Insights from Client Best-Practice Strategies and Results



Optimized Menu and Menuboard Strategies

Contribute to Popeyes Growth

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The Objectives

Popeyes management sought to optimize the brand's menuboard to increase business performance and improve the customer experience. Specific objectives were to:

- Grow profitability by focusing on high volume, high margin products
- Grow average check through increased incidence of combos and platters
- Increase sales of boneless chicken and seafood offerings
- Eliminate items that don't contribute to profitability
- Improve the customer experience in terms of ease of menu navigation, speed of item selection and ordering

The Solution

Popeyes partnered with King-Casey to develop a menuboard optimization strategy that would help Popeyes realize their business performance objectives. King-Casey followed a structured approach (see next page) that ensures real, measurable improvement.

Menu Strategy. The process started with the creation of a clearly articulated menu strategy. King-Casey worked

hand-in-hand with Popeyes senior management to develop a strategy document that identified and prioritized the business goals as related to the brand's food and beverage product offerings.

Menuboard Strategy and Architecture. The next step was to develop the menuboard strategy and architecture. These were developed specifically to achieve the business objectives in Popeyes new menu strategy. King-Casey developed strategic menuboard schematics for the interior and drive-thru to guide the creative execution development of the new Popeyes menuboard. The schematic illustrates the menuboard's organization, layout, product placement, space allocation and key communications.

Menuboard Design. The last step was the development of the optimized menuboard design in both digital and static versions. This step illustrates the look and feel of the menuboard. Key elements of Popeyes new menuboard design included a new layout based on product sales and margin objectives, a dayparting strategy, better use of menuboard "Hot Spots" (based on customer flow and line-up) and superior food photography with high appetite appeal.

Results and Roll-Out

The optimized menu and menuboard strategies were tested in Popeyes stores. The following key results were achieved in test market:

- High priority menu items sales increased versus control
- Average check increased versus control
- Seafood sales doubled

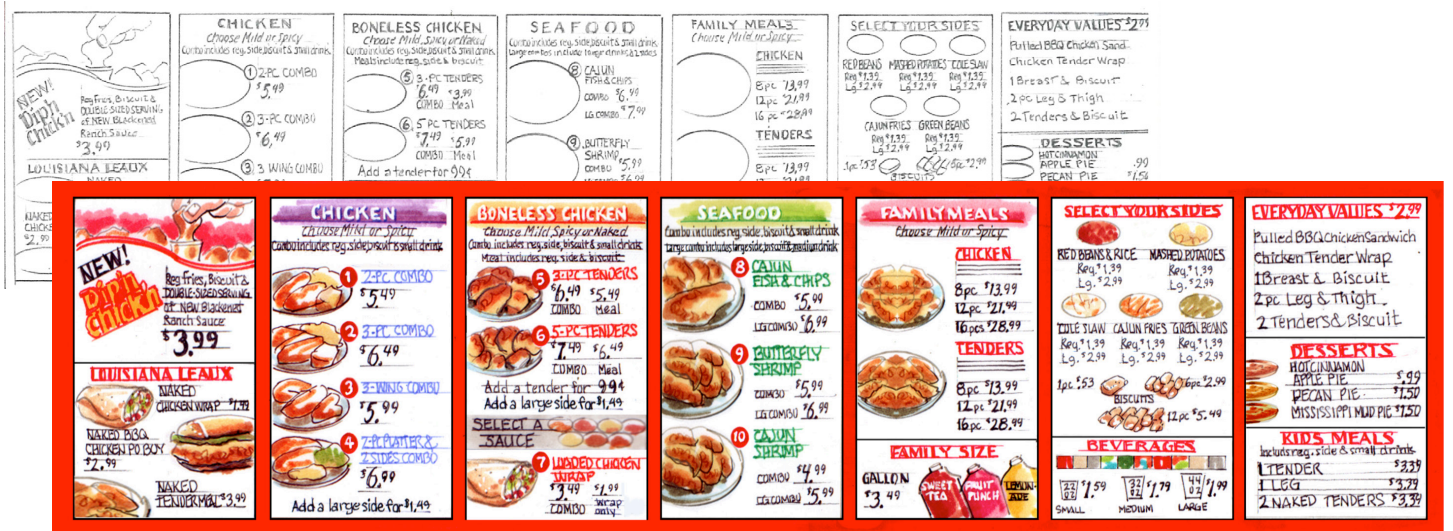
Based on the successful test market results, Popeyes new menuboard rolled out system-wide earlier this year and are delivering positive business results as they did in the test market.



The Process



BEFORE: Popeyes "before" menuboard does not clearly communicate the brand's menu categories, the individual products offerings, what comes with a combo and how a combo is different than a dinner.



Popeyes optimized menuboard strategy was translated into a black and white schematic that was used as a guide to develop alternative creative executions for testing among consumers.



AFTER: Popeyes optimized menuboard is a "revolutionary" change versus the previous design from an organization, layout, look and feel and copy standpoint.

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A BLUEPRINT FOR OPTIMIZING MENUBOARDS

1. **Develop a Menu Strategy.** Optimized menuboard begin with a menu strategy. This document identifies and prioritizes the company's desired business goals as related to the food and beverage products offered.

2. **Develop the Menuboard Architecture.** This expresses in words and schematic form how the menuboard will achieve the business goals set forth in the menu strategy. The schematic illustrates the menuboard's organization, layout, product placement, space allocation and key communications. An optimized menuboard architecture is determined by conducting the following analysis.

- Some items on your menuboard are much better sellers than others. Some contribute more to your bottom line. Where you place items on your menuboard should be driven by an analysis of sales and profits and then dedicating greater emphasis to those items that are driving your business
- Using the sales data, create a simple all-text "schematic" of your current menuboard
- Put sales figures for each category on the menuboard
- The percentage of space devoted to each item or category on the menuboard should relate to its percentage of sales

3. **Think Like a Customer.** How do they order a meal? What do they order first, second, third? Does the layout of your menuboard follow a logical order process? Or must they navigate all over the board to order a meal? Are the steps in the order process clear and reinforced graphically?

4. **Leverage Hot Spots.** Research has shown that customers tend to look in one area of the menuboard first. This is the "Hot Spot" and where your best sellers and highest margin menu items should be placed. Such placement can have a positive impact on ease-of-ordering, increasing transaction speed and driving high margin sales.

5. **Develop the Menuboard Design.** This illustrates the look, feel and personality of the menuboard. The design includes treatment of photography, typography, graphics, branding, colors, dimensions, hardware, etc.

6. **Include a Zone Merchandising Strategy.** This is the last step. Effective customer communications involve more than just the menuboard. What about your other in-store communications (posters, stanchions, window clings, register toppers, counter mats, tray liners, etc.)? Apply your new menu strategy to communications in all of the customers zones in your restaurants.

"King-Casey has been a valuable partner for Popeyes leading the development of a menuboard strategy that has helped us effectively communicate our menu strategy and achieve our menu growth objectives."

- Hector Munoz, Chief Marketing Officer

King-Casey is a pioneer in retail consulting and design. For more than half a century, we have been building competitive brands for a broad array of retail companies by dramatically improving the customer experience at every point of contact. King-Casey provides a complete range of services including assessment, research, branding, visual merchandising, retail store design, and rollout. We develop innovative solutions that result in increased customer loyalty, higher sales and greater ROI.

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