

Arby's

Case Study

How Arby's Drove a Brand Resurgence with Fast Crafted Fare and a Focus on Guest Insights



Growth That Inspires Smiles

When the Raffel Brothers opened a sandwich shop in Broadman, Ohio, in 1964, they knew that burger joints were already overwhelming the quick-service food market. In pursuit of differentiation, the brothers decided to serve up hot, freshly sliced roast beef sandwiches—and never looked back. Since then, they perfected the curly fry, created Horsey Sauce (a creamy, mayo-based horseradish spread), and became the first quick-service chain to offer a “light” menu featuring salads and sandwiches under 300 calories. Its unique blend of quick-service speed and fast-casual, made-for-you care helps Arby's deliver on its brand purpose: “Inspiring Smiles Through Delicious Experiences.”

While Arby's has a large, loyal fan base across 3,300 restaurants worldwide, in the early 2000s the company experienced stalled sales and a mixed reception to marketing messages. Through a targeted and strategic remaking of itself—staying true to its mission to offer unique, fast crafted fare (a term the company trademarked)—Arby's sought to appeal to a broader customer base. And it worked. It found the sweet spot between fast food and fast casual, being sure not to move too far in one direction. It remained true to its roast beef roots while introducing new proteins and products like smokehouse brisket and savory reubens.

But it wasn't just the revamped menu, playful messaging (e.g., We Have the Meats), and a better understanding of its position in the market. As Arby's relaunched its brand and began to experience an inspired growth and resurgence, it quickly became apparent that its existing guest experience assessment model was no longer effective. Therefore, a refresh of the platform, much like a revitalization of the brand, took place to bring more purpose to its guest experience program.

With more than 13,000 A.O.R.s completed each year, the results helped drive continuous improvement in quality, operations, and brand standards

Bringing the Magic

Arby's existing Voice of Customer (VoC) program had, in essence, run its course: there was a lack of enthusiasm from leadership, uncertainty regarding data integrity, and insights garnered from customer feedback had plateaued.

Separately, for more than 10 years, Arby's harnessed RizePoint for its internal assessment—the Arby's Operations Review (A.O.R.)—a 200+ question, comprehensive assessment of performance in front- and back-of-house operations and policies related to Food Safety, Arby's Standards, and Guest Experience (e.g., quality, order accuracy, speed of service, staff friendliness, cleanliness, and team engagement). With more than 13,000 A.O.R.s completed each year, the results helped drive continuous improvement in quality, operations, and brand standards—but they lacked a view into the guest perspective.

Arby's chose InMoment as its customer experience optimization partner based on its ability to interface the RizePoint A.O.R. data with customer experience data. Yet, the company needed more than data integration for We Make It Right—the name (and driving force) of its new VoC program. It wanted a more robust, encompassing perspective of customer experience, and a holistic view of individual location performance. It needed automated intelligence informed by the data, the ability to effectively act on the insights, and engagement from team members to enhance the guest experience and drive sales.



Arby's needed a way to effectively analyze data from two of its key technology partners to understand the interplay between brand standards and customer perception. It had no way to integrate operationally driven data—collected using RizePoint—with guest experience data, and then derive a solution set.

That's the magic of the new program.

Seamless Integration

InMoment developed a seamless process to integrate Arby's A.O.R. data, facilitated through RizePoint, with over 50,000 pieces of customer feedback collected from phone, mobile, and web surveys each month in a granular, location-level report.

Arby's area supervisors conduct quarterly, on-site restaurant operational performance evaluations (which are further enhanced by annual assessments conducted by Arby's Performance Managers), and upload results to the RizePoint cloud-based platform. Then the data is automatically forwarded to InMoment, at which point InMoment correlates the appropriate audit results with recent customer experience data for each location, and delivers the results to the auditor in an easy-to-review report with actionable coaching insights and suggestions for improvement.

Assess, Plan, and Execute

By bringing audit and guest feedback data together, InMoment's prescriptive analytics automatically generate two improvement priorities for each location. The integration model takes into consideration both guest experience and audit score, and creates priorities tied to the greatest return on investment: where Arby's should put more time, energy, and effort. And it's not simply based off the lowest scores. The custom integration model works off of Arby's brand loyalty drivers—created by InMoment and weighted by impact—to understand where a restaurant should spend more time for the most impactful return (e.g., friendliness, food quality, accuracy, speed of service, or cleanliness).

Based on the platform-identified priorities, Arby's general managers and area supervisors are empowered to select quarterly action steps from a pre-populated library, sorted by system, process, and tool. This additional step, which improves ease and access, adds a human element to an otherwise automated process.

The three-step process created by Arby's insights team—assess the environment, plan for improvement, and execute effectively—supports the mission of making the company

better today than it was yesterday by inspiring smiles for its guests.

Purpose-Driven Results

After implementing these data-driven improvements using the InMoment + RizePoint correlated system, Arby's restaurants have seen a significant increase in these key metrics in just eight months:

Commitment to Service Excellence

In 2016, Arby's reported revenue growth of 3.8 % across the brand while recording 25 consecutive quarters of U.S. same-store sales growth. While restaurants across the country slump, Arby's continues to outperform the industry.

Through its reenergized We Make It Right program, Arby's understands the importance of making it right the first time. And if there's a problem, it's acknowledged and fixed. It knows that moving dissatisfied guests to highly satisfied ones is key for the long-term stability and growth of the brand. Moving forward, Arby's will continue to rely on its guests to drive its business because guest perception often differs greatly from company assumptions.

When operational processes meet company expectations, customer experiences and bottom line metrics improve. With the combined incremental value derived from its partnership with InMoment and RizePoint—and commitment to service excellence—Arby's continues to inspire smiles through delicious experiences.



34% in Overall
Satisfactions



22% in Cleanliness
and Facility



33% in
Friendliness



19% in Speed
of Service



22% in Product
Quality



12% in Corrected
Orders

Arby's Case Study



ARBY'S BY THE NUMBERS

\$3.6 Billion

Annual Revenue

220,000

Safety, Quality, and Brand Insights Collected Each Month

74,000

Employees

3,300

Restaurants Worldwide

25

Consecutive Quarters of U.S. Same-Store Sales Growth

3.8%

Revenue Growth in 2016

2nd

Largest Quick-Service Sandwich Chain in the U.S. in Terms of Units



EMPOWERING YOU TO BUILD A HIGH PERFORMANCE ORGANIZATION.

RizePoint – formerly Steton Technology Group – is the global leader in software solutions that proactively safeguard enterprise compliance—for both internally-imposed standards and externally-imposed regulations. RizePoint software is purpose-built to clearly align and unify field teams, regional management, and executive leadership around the organization's compliance performance. Our customers gather better data, see necessary actions earlier, and act faster to correct issues before they become costly liabilities. Considered the industry standard for food service, hospitality, and retail, RizePoint mobile and cloud-based solutions serve nearly 2 million audits with 200 million questions answered annually.



FIND OUT how RizePoint
can help you improve
your operation today.

Contact us at
info@rizepoint.com
or call 1.888.313.7095

RizePoint Headquarters
2890 East Cottonwood
Parkway
Suite 250,
Salt Lake City, UT 84121

Toll free: 888.313.7095
Phone: 801.285.9810
rizepoint.com

RIZEPOINT BY THE NUMBERS

Millions

of Audits Per Year

387,000

Users

27,000

Hotels and Resort Properties

120

Countries and Territories

39

Languages Supported