

REPORT

COFFEE & ESPRESSO

ALL BEVERAGES AVAILABLE HOT, ICED & BLENDED. ALL BEVERAGES AVAILABLE IN 4 SIZES: 16oz, 20oz, 24oz, 32oz. Iced + Blended: 16oz, 20oz, 24oz, 32oz.

LATTE	\$5.95	325
AMERICANO	\$4.65	19
MOCHA	\$6.40	398
WHITE MOCHA	\$6.40	407
SHAKEN ESPRESSO	\$5.05	75
HOT DRIP	\$3.95	5

Chillers

MINT CHIP	\$6.95	463
OREO	\$6.95	488
CHOCOLATE CHIP	\$6.95	488

Teas

ADD A FLAVOR (+\$.50) | 20-32oz
BLACK TOSSERBERRY + RASPBERRY
PASSION + PASSIONFRUIT + BLACKBERRY
ADD FRUIT (+\$.75) | 20-32oz
STRAWBERRY + DRAGONFRUIT

MATCHA LATTE	\$6.30	360
CHAI TEA LATTE	\$6.30	280
GREEN TEA	\$4.65	0
BLACK TEA	\$4.65	0
HIBISCUS TEA	\$4.65	0
SWEET TEA	\$4.90	90

Coffeeless

SMOOTHIE	\$6.50	485-540
FIZZ (FLAVOR 300A + FLAVOR OF CHOICE)	\$4.90	125-128
HOT CHOCOLATE SHAKE	\$5.25	43
	\$6.45	665-550

Alternatives + Add-ons

Alt. Milk: Almond, Coconut, Soy	+\$1.00	10-25
Sauce Shot	+\$0.50	0
Syrup Cold Foam	+\$1.00	100

Favorites

CARAMEL BLONDIE (Caramel Blonde Caramel)	\$6.80	310
CARAMEL TRUFFLE (Caramel Truffle)	\$6.80	350
BLACKOUT (Blackout Mocha)	\$6.80	350
IRISH COFFEE (Irish Coffee)	\$6.80	350
MEXICAN MOCHA (Mexican Vanilla Almond)	\$6.80	350
COLD BREW (Respiration Mocha)	\$6.35	

FUEL ENERGY

FLAVORED FUEL: \$6.15 (Frozen), \$6.15 (Iced) | 30-350

CHOOSE YOUR ENERGY: Original, Sugar Free, Organic (+\$.25)
CHOOSE YOUR FLAVOR: Strawberry, Dragon Fruit, Sour Kick (+\$.50)
ADD FRUIT (+\$.75) | ADD A SOUR KICK (+\$.50)

All-Day Breakfast

Savory			Sweet		
JALAPENO CHEDDAR BAGEL	\$3.49	280	BANANA BREAD	\$3.99	360
PLAIN SALT BAGEL	\$3.49	270	COFFEE CAKE LOAF	\$3.99	610
VEGGIE BURRITO	\$5.99	340	MINI CHOCOLATE CHIP COOKIES	\$3.99	770
HAM & SWISS CROISSANT	\$4.99	400	BLUEBERRY SCONE	\$3.99	400
BACON GOUDA SANDWICH	\$5.99	400	VANILLA DOUGHNUT	\$3.99	400
SAUSAGE CHEDDAR SANDWICH	\$5.99	400	GLAZED DOUGHNUT HOLES	\$3.99	470
BACON GOUDA SANDWICH			BLUEBERRY MUFFIN	\$3.99	470
			BLACKBERRY RASPBERRY TOASTER PASTRY	\$3.99	500

Digital Menuboard Optimization
A Key to Black Rock Coffee Bar's Sales Growth

WHY DIGITAL MENUBOARD OPTIMIZATION?

Digital Menuboard Optimization results in maximizing the revenue and profits of a brand's menu offerings through a proven business process that is grounded in consumer research. The process involves the redesign of a brand's food and beverage offering. It is based on consumer research and data analytics. Activities include: Consumer Insights; Menu Assessment; Menu Simplification; Menu Strategy; and Menu Architecture.

OVERVIEW & OBJECTIVES

Black Rock Coffee Bar is a chain based in Portland, Oregon with over 150 locations. Management was aware that their digital menuboard communications needed to be optimized to assure optimum business performance.

They came to King-Casey to undertake a digital menuboard optimization initiative to achieve several key business objectives, that included:

- Maximize revenue (increase check)
- Grow fuel energy drink sales
- Grow food sales
- Conduct a TURF analysis to objectively assess menu items and determine how the menu (and menuboard) can be streamlined to speed the ordering process and increase throughput
- Optimize guest ease-of-ordering

The following pages highlight King-Casey's proprietary menuboard optimization process that was used with success for this project and scores of other clients.



MENUBOARD OPTIMIZATION FOLLOWED . . .



Original Menuboard. The first phase included an assessment of Black Rock Coffee Bar’s current menu communications (drive-thru version is pictured above) noting specific, actionable opportunities for reengineering the menu communications to achieve the desired business objectives established in the brand’s new menu strategy.

King-Casey’s Digital Menuboard Optimization involves a four-phase process resulting in the redesign of a brand’s food and beverage offering to increase sales and profitability, improve operational work flows, and maximize customer satisfaction. The process that follows was utilized to optimize Black Rock Coffee Bar’s digital menuboard.





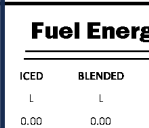



Phase 1: Menu Assessment

- Determined the current menuboard strengths and weaknesses
- Assessed menu differentiation versus the competitive set
- Identified key opportunities relative to the menu communications

Phase 2: Menu Simplification

- TURF Analysis was used to determine the shortest list of menu items to satisfy the vast majority of Black Rock’s customers
- Used menu operations analytics and item complexity ratings to streamline the menu (item simplification and/or elimination)
- Finalized an optimized food and beverage menu

... A STRUCTURED DATA-DRIVEN PROCESS

 <p>Espresso & Coffee</p> <table border="1"> <thead> <tr> <th></th> <th>HOT</th> <th>ICED</th> <th>BLEND</th> <th>CAL</th> </tr> <tr> <th></th> <th>M</th> <th>L</th> <th>M</th> <th></th> </tr> </thead> <tbody> <tr><td>LATTE</td><td>0.00</td><td>0.00</td><td>0.00</td><td>000</td></tr> <tr><td>AMERICANO</td><td>0.00</td><td>0.00</td><td>0.00</td><td>000</td></tr> <tr><td>MOCHA</td><td>0.00</td><td>0.00</td><td>0.00</td><td>000</td></tr> <tr><td>WHITE MOCHA</td><td>0.00</td><td>0.00</td><td>0.00</td><td>000</td></tr> <tr><td>BREVE</td><td>0.00</td><td>0.00</td><td>0.00</td><td>000</td></tr> <tr><td>SHAKEN ESPRESSO</td><td>0.00</td><td>0.00</td><td>0.00</td><td>000</td></tr> <tr><td>DRIP COFFEE</td><td>0.00</td><td>0.00</td><td>0.00</td><td>000</td></tr> </tbody> </table>		HOT	ICED	BLEND	CAL		M	L	M		LATTE	0.00	0.00	0.00	000	AMERICANO	0.00	0.00	0.00	000	MOCHA	0.00	0.00	0.00	000	WHITE MOCHA	0.00	0.00	0.00	000	BREVE	0.00	0.00	0.00	000	SHAKEN ESPRESSO	0.00	0.00	0.00	000	DRIP COFFEE	0.00	0.00	0.00	000	<p>All Day Bakery</p> <table border="1"> <tbody> <tr><td>BANANA BREAD</td><td>0.00</td><td>000</td></tr> <tr><td>DONUT CUPS</td><td>0.00</td><td>000</td></tr> <tr><td>RASPBERRY POP TART</td><td>0.00</td><td>000</td></tr> <tr><td>ALMOND POPPYSEED</td><td>0.00</td><td>000</td></tr> <tr><td>BLUEBERRY SCONE</td><td>0.00</td><td>000</td></tr> <tr><td>COFFEE CAKE</td><td>0.00</td><td>000</td></tr> </tbody> </table> <p>Anytime Breakfast</p> <table border="1"> <tbody> <tr><td>HAM & SWISS CROISSANT</td><td>0.00</td><td>000</td></tr> <tr><td>BREAKFAST BURRITO</td><td>0.00</td><td>000</td></tr> <tr><td>SAUSAGE & CHEESE SANDO</td><td>0.00</td><td>000</td></tr> <tr><td>BACON RICOTTA SANDO</td><td>0.00</td><td>000</td></tr> <tr><td>EVERYTHING SPINACH</td><td>0.00</td><td>000</td></tr> </tbody> </table>	BANANA BREAD	0.00	000	DONUT CUPS	0.00	000	RASPBERRY POP TART	0.00	000	ALMOND POPPYSEED	0.00	000	BLUEBERRY SCONE	0.00	000	COFFEE CAKE	0.00	000	HAM & SWISS CROISSANT	0.00	000	BREAKFAST BURRITO	0.00	000	SAUSAGE & CHEESE SANDO	0.00	000	BACON RICOTTA SANDO	0.00	000	EVERYTHING SPINACH	0.00	000
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Optimized Architecture. The fourth phase (Menu Architecture) involved the development of a range of black & white schematic diagrams illustrating how the menu should be organized, and showing the prioritization and placement of menu items and images. The above schematic was one of several variations that addressed the improvement opportunities. These b/w schematics were refined further and then developed into color versions that were tested quickly using quantitative research to evaluate the effectiveness of the various strategies (see next page).

Phase 3: Menu Strategy

- Established business objectives for Blackrock's menu categories and items
- Prioritized food and beverage platforms, categories and items
- Optimized revenue and profitability by establishing pricing parameters and increasing prices on low risk items
- Drafted a new menu strategy based on all of the above actions

Phase 4: Menu Architecture

- Developed a range of strategic alternatives (based on the menu strategy) to express in words and diagram form how the items would be organized and prioritized on the digital menuboard to achieve the objectives set forth in the previous phases.



EVALUATING THE STRATEGIES

**ONLINE RESEARCH
QUICKLY IDENTIFIED THE
STRATEGIES TO BE USED
FOR IN-MARKET TESTING**

For this phase, three of the schematics were developed into color renderings illustrating how the new strategies would look when developed into digital menuboard communications. The color renderings of the optimized digital menuboard strategies were used for online surveys among hundreds of potential customers. The current digital menuboard was used as the control. This technique provided a fast and cost-effective way to identify the strongest strategies before testing in actual store and drive-thru locations.

**IN-STORE TESTING
IDENTIFIED THE BEST
PERFORMER FOR
SYSTEM-WIDE ROLL-OUT**

Following the online validation research, final menu production artwork was created based on the strongest strategy. The new digital menuboards were then put into a market test. Based on their business improvement performance in the test stores, the optimized digital menuboards were rolled out to the entire system.

Espresso & Coffee

	HOT	ICED	BLEND	CAL
	M	L	M	
LATTE	5.30	5.70	6.05	225
AMERICANO	3.90	4.40		15
MOCHA	5.55	6.10	6.30	398
WHITE MOCHA	5.90	6.45	6.65	467
BREVE	5.50	6.00		580
SHAKEN ESPRESSO		4.80		000
DRIP COFFEE	3.35			5

Chillers (blended)

	BLEND	CAL
	M	
OREO	6.40	486
MINT CHIP	6.40	524
CHOCOLATE CHIP	6.40	485

Chai Matcha

	HOT	ICED	BLEND	CAL
	M	L	M	
CHAI TEA LATTE	5.45	6.00	6.40	291
MATCHA LATTE	5.30	5.85	6.40	150

Coffeeless

	HOT	ICED	BLEND	CAL
	M	M	M	
SMOOTHIE			5.85	385
HOT CHOCOLATE	4.15			431
ITALIAN SODA		4.00		200
SHAKE			5.55	273
HOT TEA	3.60			0

Shaken Iced Tea

	L	CAL
GREEN TEA	4.40	0
BLACK TEA	4.40	0
HIBISCUS TEA	4.40	0
SWEET TEA	4.90	0

Pick Your Flavor
Peach • Strawberry • Raspberry
Mango • Passion Fruit • Blackberry

Add Fruit (+.75)
Strawberry • Dragon Fruit

Favorites

	HOT	ICED	BLEND	CAL
	M	L	M	
CARAMEL BLONDIE	6.05	6.50	6.40	513
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CARAMEL TRUFFLE	6.05	6.50	6.40	453
BLACKOUT	6.05	6.50	6.40	388
COLD BREW		5.70		5

Fuel Energy

ICED	FROZEN/BLEND	CAL
L	L	
5.85	6.45	310

Pick Your Flavors

Almond • Banana • Blackberry • Blue Raspberry • Cherry • Coconut • Grapefruit
Green Apple • Guava • Kiwi • Lavender • Lime • Mango • Orange • Passion Fruit
Pineapple • Pomegranate • Raspberry • Strawberry • Watermelon

Fuel Favorites

Blue Lagoon Mai Tai Sunrise Teal Starburst

All Day Bakery

BANANA BREAD	3.95	000
DONUT HOLES	3.95	000
RASPBERRY POP TART	3.95	000
ALMOND POPPYSEED	3.95	000
BLUEBERRY Scone	3.95	000
COFFEE CAKE	3.95	000

Anytime Breakfast

HAM & SWISS CROISSANT	4.95	000
BREAKFAST BURRITO	5.95	000
SAUSAGE & CHEESE SANDO	5.95	000
BACON RICOTTA SANDO	5.95	000
EVERYTHING SPINACH	4.95	000

Optimized Digital Menuboard Communications. This image (above) shows the best performing drive-thru strategy that was tested against the current menuboard during the quantitative evaluation research. This also served as the framework for the optimization of the interior digital menuboard.

Black Rock Coffee Bar's Optimized Menuboard Performance

- Black Rock Coffee Bar's Optimized Digital Menuboard have performed well despite the restaurant industry's drop in sales as a result of consumer traffic declines. Black Rock's optimized menuboard have:
- Grown Percentage of Food Sales (+300 BPS)
- Grown Fuel Energy Category (+300 BPS)



KING-CASEY IS THE FIRM THAT THE WORLD'S LEADING RESTAURANT AND FOODSERVICE BRANDS COME TO WHEN THEY WANT RESULTS

King-Casey provides practical, data-driven insights and research-validated solutions for restaurant and foodservice brands. We are renowned as the leader in providing comprehensive, turn-key Menu Optimization Services that increase Sales and Profitability.

Our team of industry professionals provides a suite of totally integrated menu optimization services. Collectively, our services provide advanced solutions that enable our clients to unlock the full potential of their menu communications, and achieve significant, measurable business results. No other firm provides such comprehensive menu optimization solutions.

King-Casey's Suite of Services Include

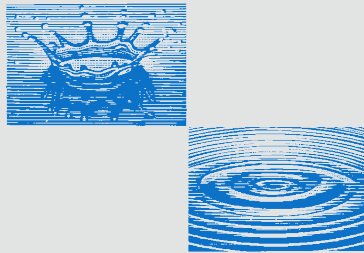
- Consumer insights
- Attitude and usage research
- TURF analysis
- PMIX analysis
- Menu performance analysis
- Menu operations analysis
- Menu reengineering
- Pricing and Revenue Management
- Menu strategy
- Menu communications
- Customer zone merchandising (P2P)
- Total store communications

The Benefits Are Immediate and Meaningful

- Increased sales and profitability
- Improved customer experience
- Totally integrated solutions
- No loss/dilution of insights and data due to their transfer from one consulting resource to another
- Cost and timing savings resulting from combining the full suite of services under one umbrella

Want to Know More?

Please call Tom Cook, Principal, King-Casey at (203) 571-1776. Or e-mail tcook@king-casey.com. Take the first step in optimizing your menuboards and increasing your business performance.



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