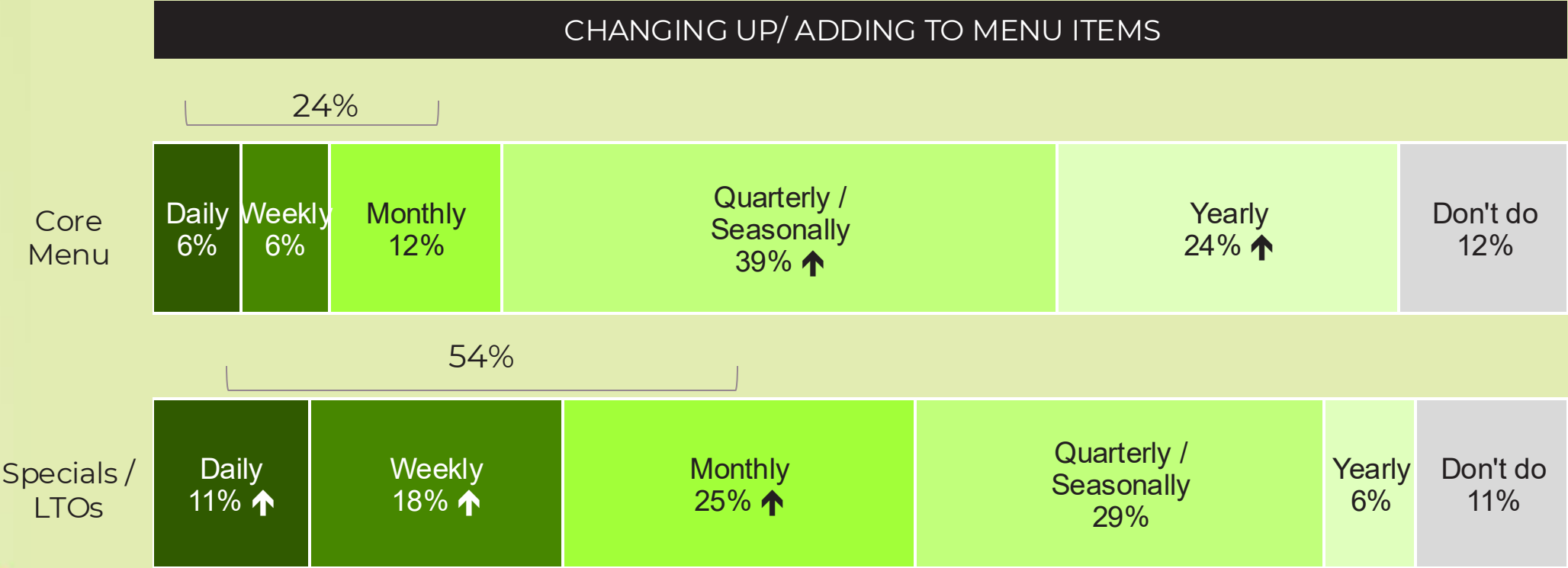


INNOVATION MEETS DATA: BUILDING MENUS FOR TOMORROW'S GUESTS



Stacey Floberg – Associate Director Customer Experience

Operators are more than twice as likely to regularly innovate around specials and LTOs



↑ Indicates significantly higher than other menu type

LTO's and daily specials open doors on menus

57%

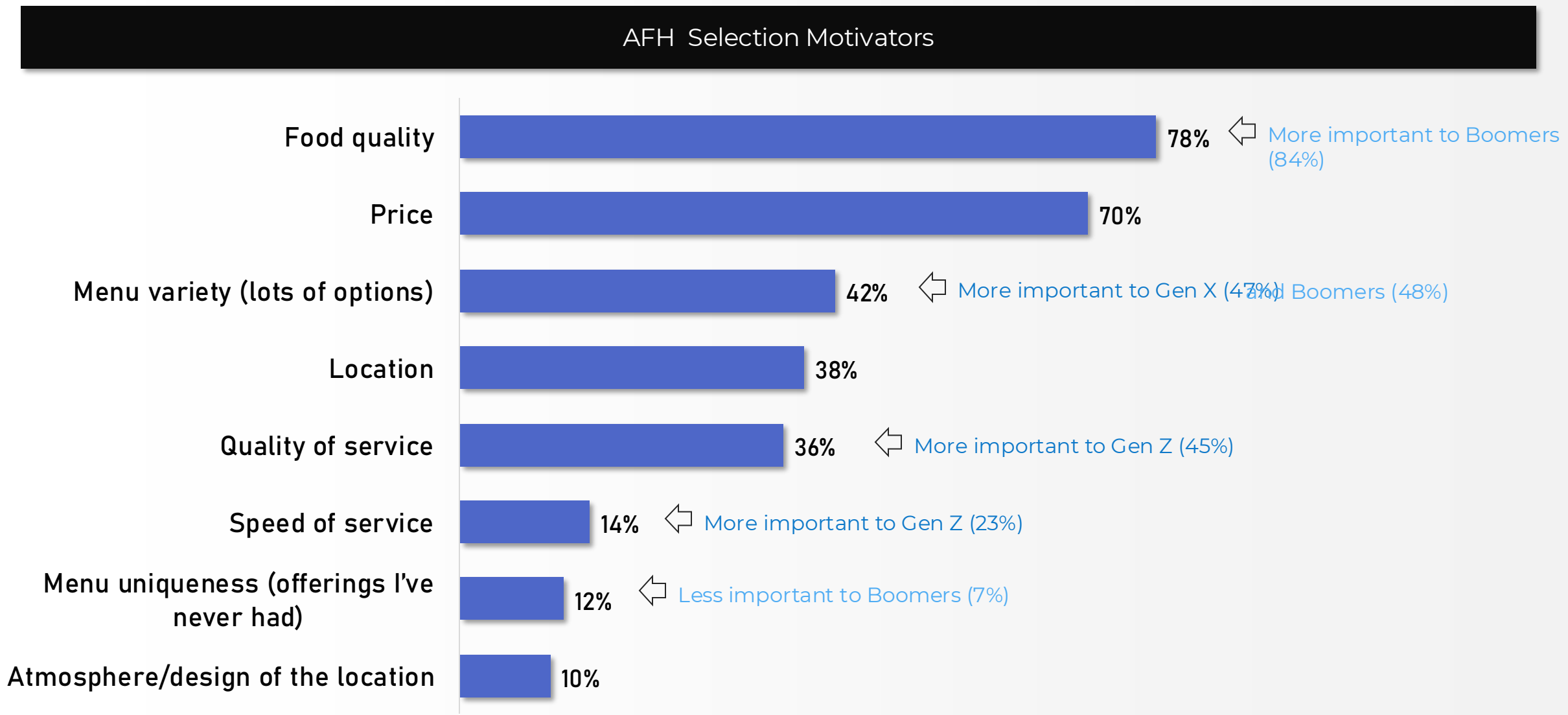
of operators often test new menu ideas as LTOs/daily specials before making them permanent menu items

79%

of operators at least occasionally menu LTOs/daily specials



Patrons decide where to dine out based primarily on food quality and price



When considering menus, consumers place a high importance on premium ingredients and portion size

Menu Selection Factors

	Total	
Premium/high-end ingredients	47%	
Larger portion sizes	42%	
Healthier offerings	34%	Healthy and indulgent offerings have similar importance, making the argument to offer both.
Indulgent offerings	32%	

When considering menus, consumers place a high importance on premium ingredients and portion size

Menu Selection Factors

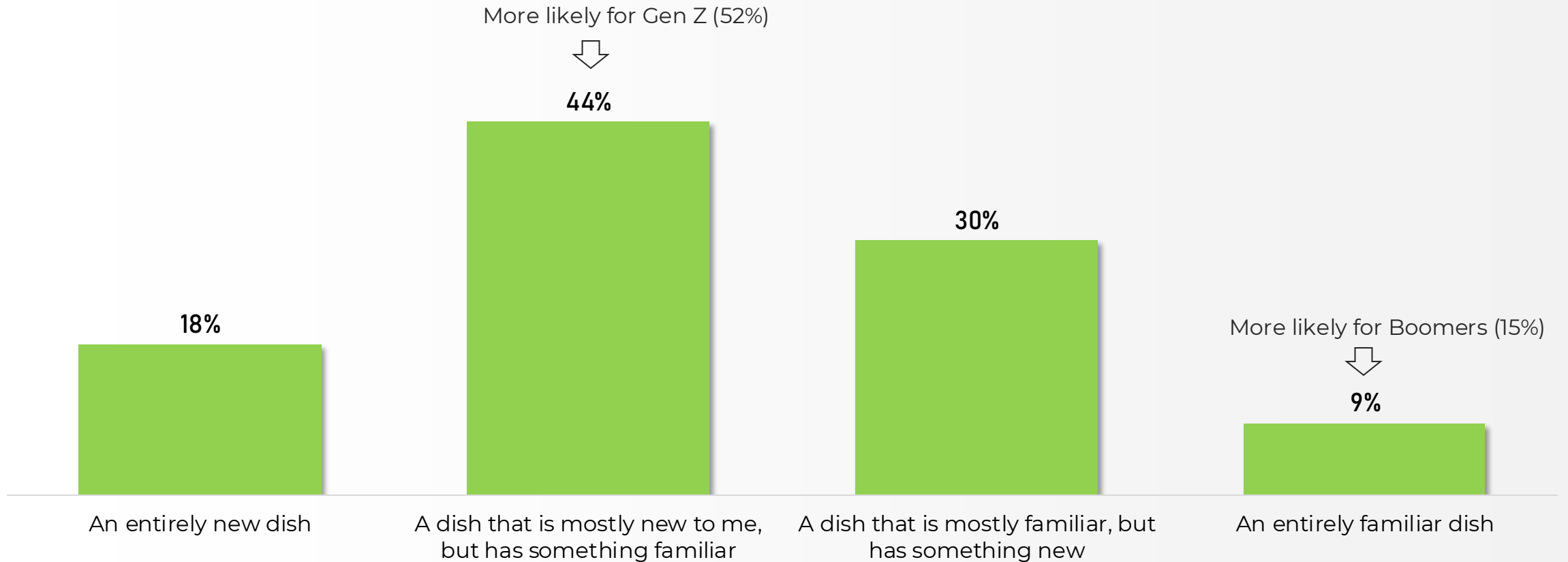
	Total	Gen Z	Millennial	Gen X	Boomer+
Premium/high-end ingredients	47%	52%	48%	43%	48%
Larger portion sizes	42%	47%	51%	42%	33%
Healthier offerings	34%	39%	36%	37%	29%
Indulgent offerings	32%	41%	39%	28%	24%

statistically higher statistically lower

Healthy and indulgent offerings have similar importance, making the argument to offer both.

New items are best mixed with something familiar

Type of New Item Most Likely to Order



36%

It was a **spontaneous**
decision

**Spontaneity is the top
reason consumers try new
items when dining out**



21%

I **always** like to **try**
new foods

WORKSHOP

Menu

Starter

Marinated Ox Heart
Swiss Buffalo Mozzarella

Main course

Fillet of sea bream with
saffron potato mash and bean

or
Scallops with lemon, mushroom and bean
saffron potato mash and bean

We are working for a Fast Casual Restaurant and we need to come up with a **NEW CHICKEN SANDWICH** LTO

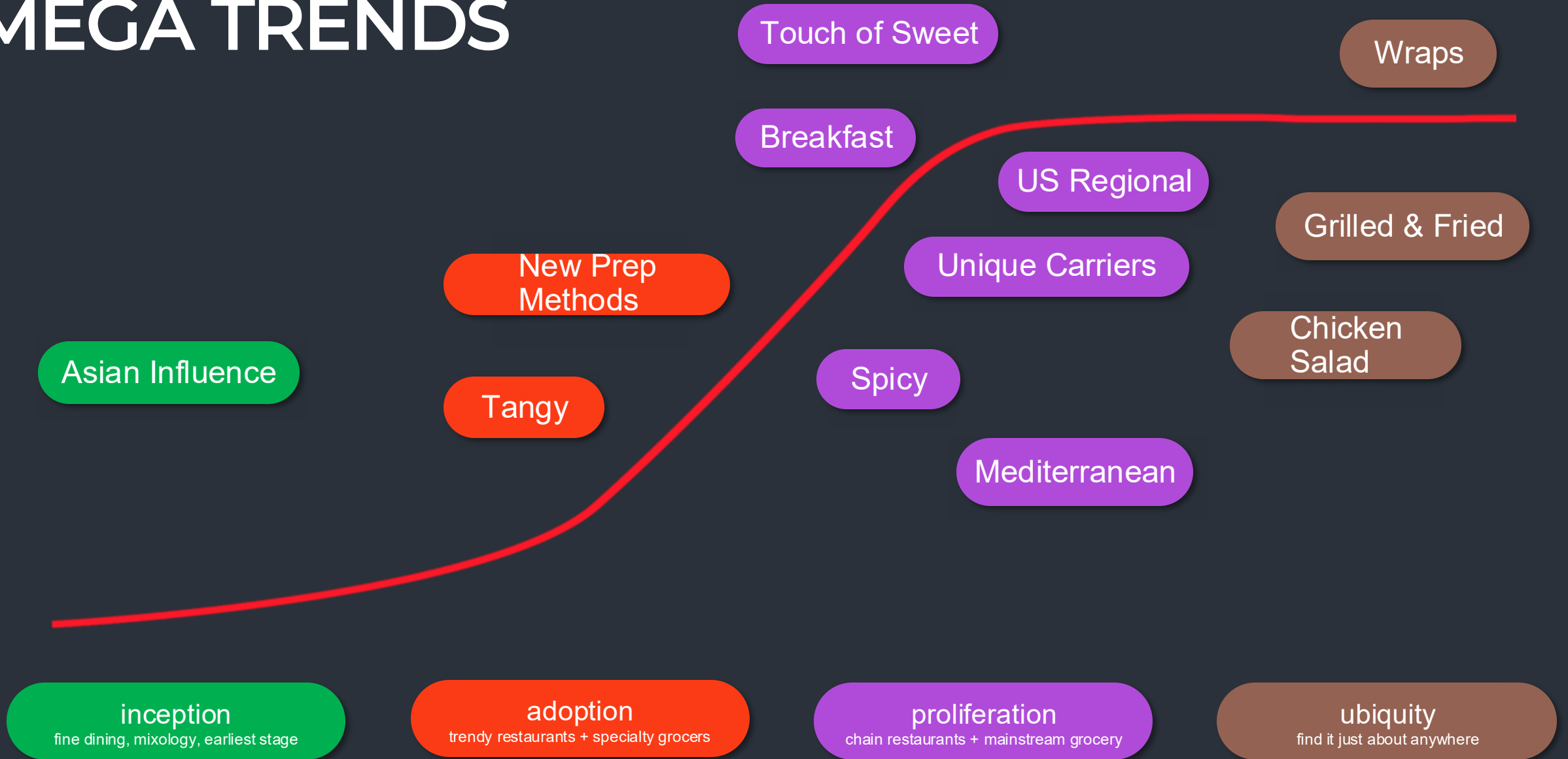
- Break into 4 groups
- Each group will be tasked to choose an element of the sandwich (assume the chicken will be Fried Chicken Breast)
 - Carrier
 - Ingredients
 - Sauces/Flavors
 - Cheese
- Each Group will be provided with data about their element
 - Menu Penetration
 - Consumer Preferences
 - Trends/Insights
- Each Group will reveal what they chose
 - Why did you choose that?
 - How did you collaborate?
 - What other data or support did you need/want?
- Group Discussion



CHICKEN SANDWICH



CHICKEN SANDWICH MEGA TRENDS



DATA WILL INCLUDE...

Mega Trends

Menu Penetration

- % of restaurants that serve that particular food, flavor or ingredient
- Current Menu Penetration
- Growth in the past 12 months & past 4 years

Consumer Preferences

- Tracks keywords to gauge consumer experience and affinity for a particular food, flavor or ingredient
- % love or like it
- % know it
- % have tried it

MEGA TRENDS	ASIAN INFLUENCE Sweet and spicy Asian flavors are themselves a trend (think Korean BBQ) and several Asian handhelds are growing including banh mi, katsu sandwiches, etc. INCEPTION	TANGY Vinegar based coleslaw and crunchy pickles can offer a contrast to the indulgent fried variations that continue to grow on menus. ADOPTION	NEW PREP METHODS Fried and grilled remain menu essentials but we are seeing more callouts to shawarma, pulled, smoked, etc. ADOPTION
	TOUCH OF SWEET Hot honey is a classic counterpoint to spicy chicken sandwiches and many quick service chains have now offered their take in an LTO with some becoming permanent items. Look to spicy maple or even molasses for a next level take. PROLIFERATION	US REGIONAL The US Regional hit Nashville hot is arguably where the resurgence of the chicken sandwich began. We are also seeing other regional varieties starting to grow such as chicken cheesesteaks and chicken jibaritos. PROLIFERATION	UNIQUE CARRIERS While LTO innovation suggests this trend is currently holding steady in proliferation there are still new ways to offer from sweet (waffle, donut) to global (naan, potato pancake). PROLIFERATION
	BREAKFAST The Southern chicken biscuit is now available at many quick service chains and the option of breaded chicken is a midscale standby at many locations. PROLIFERATION	MEDITERRANEAN A cafe/bakery and sandwich shop essential. Often this is a vegetarian sandwich with the option to add chicken to broaden appeal. PROLIFERATION	SPICY There are still innovative ways to offer a spicy chicken sandwich at this stage it is nearly a menu requirement (at least outside Midscale) to have at least one iteration that features a hit of heat. PROLIFERATION
	WRAP UBIQUITY	CHICKEN SALAD Hot, catering, and cold case salad continues to find ways to include touches of sweet and as well as hits of spice. UBIQUITY	GRILLED & FRIED For years the chicken sandwich landscape was a single menu item often with the end phrase of "choose grilled or fried", now those preparations are just the beginning of customization options. UBIQUITY

	Menu Penetration	12-Month Trend	4-Year Trend
Cheese	70.9%	0%	+1%
Parmesan	25.9%	+4%	0%
Cheddar	21.3%	+2%	+3%
Mozzarella	21.1%	-1%	-2%
Provolone	17.9%	-1%	-4%
Swiss	15.2%	-3%	-14%
Bleu Cheese	15.0%	-2%	-6%
Jack Cheese	11.9%	+2%	+3%
American Cheese	9.2%	0%	-3%
Pepper Jack	8.8%	+2%	+1%
Fresh Mozzarella	5.7%	+7%	+6%
Feta	5.2%	-4%	-6%
Monterey	4.3%	-8%	-16%
Cheddar Jack	1.8%	+6%	+19%
Goat Cheese	1.7%	+18%	+18%
Gouda	1.3%	-12%	-7%
Romano	1.3%	+10%	-14%
White Cheddar	1.2%	-2%	0%
Havarti	1.2%	+7%	-13%
Asiago	1.1%	+4%	-6%

	% love or like it	% know it	% have tried it
Mozzarella	89.1%	97.8%	94.8%
Cheddar	87.7%	97.4%	94.4%
Cheese	86.2%	96.8%	94.6%
Parmesan	84.7%	96.4%	93.2%
Fresh Mozzarella	82.3%	94.8%	87.1%
White Cheddar	77.6%	94.5%	85.7%
American Cheese	76.8%	97.3%	93.6%
Provolone	75.0%	91.9%	85.0%
Swiss	73.2%	95.3%	87.5%
Pepper Jack	66.9%	94.4%	81.5%
Queso	66.3%	87.2%	75.0%
Jack Cheese	63.3%	84.5%	73.6%
Romano	55.6%	79.8%	65.5%
Feta	50.2%	84.7%	64.4%
Gouda	49.4%	82.5%	61.2%
Smoked Gouda	45.7%	77.9%	55.6%
Asiago	45.5%	70.8%	55.5%
Bleu Cheese	42.7%	88.2%	60.0%
Brie	34.9%	72.5%	47.3%
Goat Cheese	31.7%	81.9%	46.5%

GROUP DISCUSSION





- When you create a new menu item, who else do you include:
 - Ops, supply chain, IT, training, finance, leadership, marketing, etc.
 - When should you include them in the discussions?
 - What kind of lead times are needed?
 - How can you collaborate better with each department?
- Which element should have been decided first?
- What's next:
 - Concept testing, test market, survey's, e-club survey, etc.
 - What are the key elements are valuable for leadership discussions?
- What else are we missing?

Key Factors to Consider

- **Idea Generation & Concept Fit**

- Does the idea align with the restaurant's overall concept and brand?

- **Audience & Market Demand**

- Is there a demand for this item from your target audience? Or does it attract a new audience?
- Does it meet any consumer preferences (e.g., vegan, gluten-free)?

- **Resource & Production Feasibility**

- Do you have the necessary equipment, ingredients, and staff to produce the dish consistently and efficiently?
- Are the ingredients sourced sustainably and seasonally?

- **Profitability & Pricing**

- Can the item be priced to be profitable, considering food costs, labor, and overhead?

- **Competitor & Market Analysis**

- Does the item offer a competitive advantage or unique appeal in your market?

THANK YOU

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