

Food for thought:

Rethinking KFC Menu Boards



sogood™

For Publication

1.1 Project Title

KFC - New Menu Boards

1.4 Client Company

Yum Brands

1.2 Category

5. Point of Sale

1.5 Design Consultancy

Design Bridge

1.3 Sub-Category

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1.6 Current Date

July 2012

2. Executive Summary

KFC asked Design Bridge to update their store menu boards to work harder by making a relatively large range easier and more tempting to choose from, communicating the brand's commitment to great quality, and dialling up appeal amongst women as gatekeepers to the family. The new menu also needed to be flexible and future-proof to easily accommodate future promotions and new products.

The results of the new design were excellent: a 40% increase in key product sales, with a massive positive impact on store and company profits, through driving people to the right products and thus increasing transaction value.

“My sales have got better, definitely. It’s modern, it’s clear, it’s easy, that’s what customers want, they come in, see what they want... and buy it!”

Manager, KFC Langley Mill

40% ***Increase in key product sales***

DesignBridge™

3 Project Overview

3.1. Outline of Project Brief

KFC wanted to update their store and drive-through menu boards for a number of reasons:

- to improve customer navigation of a relatively large range
- to continue to refresh and improve the in-store environment
- dial up quality perceptions to better compete with key competitors who had raised their game on food values and communicate the brand's "made by hand" philosophy
- drive appeal to the female market without alienating male audiences
- and provide a flexible, future-proof system that could easily accommodate new innovations and promotions.

Key marketing and business objectives:

- Improve ease of navigation
- Decrease transaction time
- Increase number of transactions
- Improve sales mix to drive high ticket/high margin products
- Increase store sales
- Ensure flexibility to accommodate new layers, products and promotions
- Improve appeal to the female market without alienating males

3.2. Description

Using the best ingredients possible and freshly preparing the food every day by hand, KFC perfected its delicious southern style Original Recipe Chicken, made with a secret blend of 11 herbs and spices, way back in 1939. Invented by Colonel Harland Sanders in Kentucky USA, the brand has been a part of the British landscape for almost 50 years, with the first UK store opening in Preston in 1965. There are now more than 800 stores in the UK, which are a mix of company and franchisee restaurants. The key target audiences are young families, young adult men and women and older teens.



3.3. Overview of market

The Quick Service Restaurant environment is under pressure due to a number of factors. There is a general lack of economic confidence amongst the key target, young males, and a high unemployment rate. Key targets tend to buy meal deals, which erodes value. At the same time, young adult females (the mums of tomorrow) are lapsing, causing concern for future sales of sharing products to families.

Obstacles/Challenges Faced

Although most products are based on the world famous Original Recipe Chicken, KFC have added more products to its menu range in order to boost incremental sales. This has left it with a far more complex menu vs. its QSR competitors:

KFC

Approx. 60 products

3.4. Project Launch Date

The menu went live in February 2012.



3.6. Outline of Design Solution

Our solution was based on a solid piece of strategy upfront.

A comprehensive audit included a competitor review, interviews with counter operators and interviews with restaurant general managers.

We undertook shopper missions to understand directly how busy and confusing the menu had become and how difficult it was to find, choose and buy products.

We analysed the current sales mix to identify what products were the high margin/high ticket items and compared this with the current allocation of space on the menu).

We reviewed previous menu research, analysing the consumer decision tree (who am I buying for, what do they like); reading sequence (middle-left-right); how heavy users differ from light users (know what they want and hardly use the menu vs. inspired by the menu board) and what drives males vs. females (fill vs. taste and health considerations).

We also did a research piece into the feminisation of design and the semiotic codes and cues that could be leveraged.

The design solution included adding more emphasis on menu headers to aid navigation; introducing a flexible grid system to show more product images on each menu to help consumers identify different product formats.

We photographed the entire menu to improve the perception of quality food, driving taste and naturalness; switching to lighter, more foodie colours with real settings and propping to cue freshness and natural.

We also created a new "Deli Deluxe" menu, highlighting lighter eats, to appeal to a female audience.



4. Summary of Results

The new menu board was trialed in test stores with sales and consumer perceptions measured against control stores, which were evenly matched to reduce the impact of external variables. In the test period, the new menu board has proven to significantly drive higher value products and delivered an enhanced customer experience, with greater appeal to women, based on in-store interviews. Based on KFC Sales and Marketing Finance Department calculations, the menu board should break even and pay back in 12 weeks, making the project self-funding, and delivering an amazing 31 x return on investment.

4.1 Improvements in Sales Mix

Key products have:

*sales increases
of over* **40%**

5. Research Sources

Sales: KFC Marketing Department

6. Other influencing factors

All sales impact has been solely driven by the menu design:

- No advertising influence
- No ticket price increase
- No marketing support by KFC other than the regular 6 week promotion cycle, the influence of which has been stripped out of these results.

“A lot clearer and a lot easier to pick out what’s on there. Much nicer, a lot warmer, more modern. It feels welcoming... somewhere you want to go in and spend some time”

Female consumer, KFC Bullmer Road

