



ACCENTURE: SUBWAY - ROUND 4 TRANSCRIPT

<OPENING ANIMATION>

CARISSA GANELLI:

63% of consumers have no idea what they're going to eat for lunch within an hour of eating lunch, and 44% of them actually check their smartphones to inform that decision.

<TITLE ANIMATION> "REINVENTING EXPERIENCES. SUBWAY CDO TALKS PERSONALIZATION"

Our customers' expectations are being set by the big giants in the world who are innovators and digital-forward, like the Amazons, like the Ubers,
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--So if we're not in mobile, if we are not technology-centric, if we are not where the consumers are, then we are not able to influence that decision making.

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We embarked on this digital transformation journey two years ago. We spent the whole first year putting in foundational technology. After that first year, --

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-- we were still sending one email, one-size-fits-all. As of April, we were sending out 220 different versions of email, --

<ANIMATION END>

-- and we're seeing the business results.

If I customize the image in the email to reflect your prior purchases, so if you are a turkey guy and I show you the product image of the turkey, we get an 8% lift in orders. 8% lift in orders! Not open rates, not click rates-- actual sales! And that's just from customizing the product image. You cannot do that without a digital infrastructure and marketing technology to power that.

We have increased the number of loyalty members who are joining our program by 10 times what we had in our old legacy program. Our digital ordering volume is double that of what it was just one year ago, and that is without any paid advertising or acquisition activities at all. So we could not be happier or more fortunate that it's paying off. Your consumers are telling you how they want to interact with you: if you're not on mobile devices, if you're not using video, if you don't have a loyalty program, if you're not customizing, you're really behind the times. It's not even a question of leap-frogging the competition, it's about meeting the minimum expectations.

<ENDING ANIMATION> "ACCENTURE INTERACTIVE"

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