

SUBWAY®

A DATA-DRIVEN RECIPE FOR DELIGHTING CUSTOMERS

THE CHALLENGE

How to make sure every touchpoint hits the mark?

In the hyper-competitive quick service restaurant industry, getting customer experience right matters more than ever. Today's digitally native consumers want to order at any time, from any place, and on any channel – and pick up their food at their convenience. That can be a tall order, even for a leading global brand like Subway® restaurants .

So, as part of a complete transformation of their digital services, Subway wanted to make sure every digital touchpoint was as effective as it could possibly be. And that called for something new: a commitment to continuous consumer experimentation and a data-driven culture of daily user testing – whether online, on their mobile app, or in store.

HOW WE HELPED

Building up a new operating model, layer by layer

Using our deep experience of both organizational design and personalization, we helped Subway devise a completely new recipe for success – an operating model that would continuously optimize customer experiences through a dedication to scientific experimentation.

Leveraging the technologies of Adobe Analytics and Target, the new model enables Subway to run vast numbers of user experience tests across digital channels – everything from changing the color of a single button to revising homepage promotional messaging – and see the results instantly. That's providing statistically meaningful insights into how design changes affect customer behavior – and company revenue.

What's more, because we created the whole operating model, we've made it both quick to stand up and sustainable for years to come. By initially using our own resources to get the new capabilities off the ground, and then gradually handing over the reins to Subway's own people, we've made sure it's a model that will keep delivering over the long haul.

THE RESULTS

Growing revenue with a culture of continuous experience design

Within weeks Subway saw benefits. By testing the millions of customers using their digital channels, they're identifying opportunities to grow their remote ordering revenue at a pace to exceed a half-million dollars the first year. And the simplicity of Adobe Target means they're able to convert test results into effective user experiences at the press of a button. What's more, we baked a Design Thinking approach toward prioritizing tests into the heart of the operating model. That ensures Subway can focus on tests that really matter. It's a completely new set of ingredients for delighting customers – and growing revenue.

