Experience Design

Company: Ruby Tuesday
Date: March 26 2012
Version: 1.18

OVERVIEW:

The goal is to evaluate and redesign the ecosystem of Ruby Tuesday with an aim to create more efficiency and effectiveness in satisfying their customer needs and business goals.
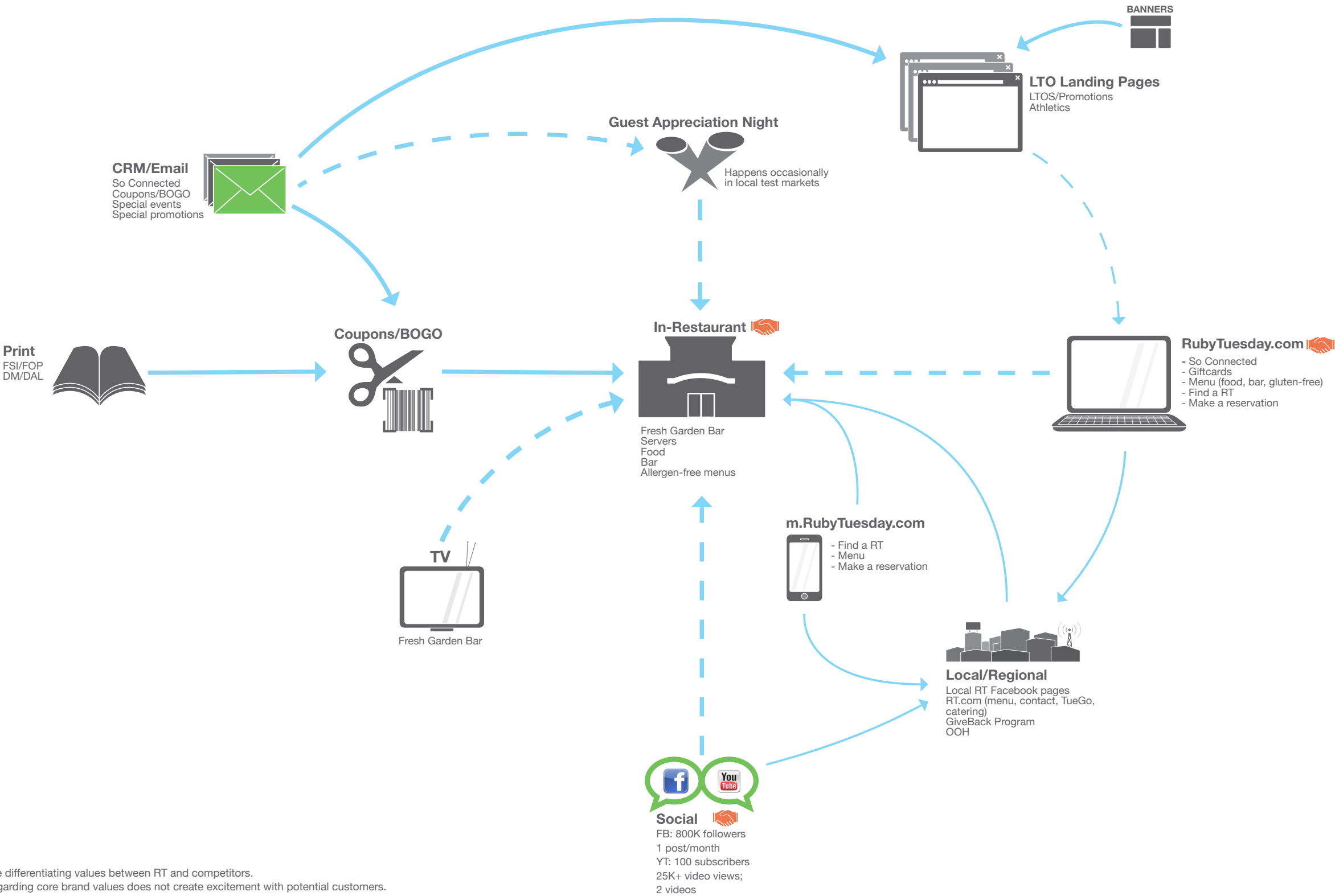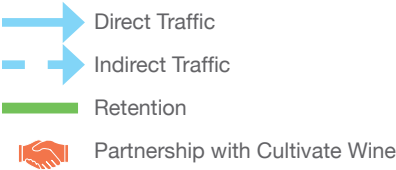
TARGET AUDIENCE:

The causal diner who works hard, has a lively lifestyle and enjoys indulging and relaxing at a favorite restaurant.

BRAND OBJECTIVES:

1. Differentiate and elevate Ruby Tuesday from Chili's, Applebee's, and TGIFridays.
2. Get on the shortlist when people are deciding where to dine.

TOUCH POINTS EVALUATED:

1. Owned: Ruby Tuesday (over 800 locations worldwide) RubyTuesday.com, Feature sites
2. Paid: TV, Print, banners, DM, So Connected emails
3. Mobile: RubyTuesday.com optimized for mobile
4. Social: Facebook, YouTube
5. Incentives: Coupons, BOGO, Special Offers
6. Experiential: Local Guest Appreciation Night
7. Partnerships: Cultivate Wine

RubyTuesday

Legend:
- → Direct Traffic
- ⇢ Indirect Traffic
- ▬ Retention
- 🤝 Partnership with Cultivate Wine

BANNERS

LTO Landing Pages
LTOS/Promotions
Athletics

CRM/Email
So Connected
Coupons/BOGO
Special events
Special promotions

Guest Appreciation Night
Happens occasionally
in local test markets

RubyTuesday.com 🤝
- So Connected
- Giftcards
- Menu (food, bar, gluten-free)
- Find a RT
- Make a reservation

Print
FSI/FOP
DM/DAL

Coupons/BOGO

In-Restaurant 🤝
Fresh Garden Bar
Servers
Food
Bar
Allergen-free menus

m.RubyTuesday.com
- Find a RT
- Menu
- Make a reservation

TV
Fresh Garden Bar

Local/Regional
Local RT Facebook pages
RT.com (menu, contact, TueGo,
catering)
GiveBack Program
OOH

Social 🤝
FB: 800K followers
1 post/month
YT: 100 subscribers
25K+ video views;
2 videos

Challenges:
1. Differentiation – Lack of unique differentiating values between RT and competitors.
2. Acquisition – Lack of clarity regarding core brand values does not create excitement with potential customers.
3. Retention – Few opportunities for customer re-engagement and lack of continuous brand interaction.
4. Utilization – Underutlilized properties and lack of clear purpose behind initiatives.

Differentiation: Although the new menu and Fresh Garden bar are revered, Ruby Tuesday is not on the consumers shortlist of "go to" casual dining restaurants. The current Ruby Tuesday advertising lacks strong, consistently expressed core values that differentiate the brand from others in the category in a constructive, sticky way.

How/where can Ruby Tuesday change perceptions of the brand through traditional channels? How can Ruby Tuesday demonstrate their core brand values more effectively?

Acquisition: Current initiatives through TV, print and digital do not help Ruby Tuesday stand out from the competition. Print, email and social media push incentives to acquiesce visits instead of engaging and acquiring the target audience by proving Ruby Tuesday's value.

What reasons can we offer current and potential guests to engage and return to Ruby Tuesday without relying on coupons and special deals?

Retention: Ruby Tuesday has almost 800K Facebook fans and over 25K views on YouTube. However, Ruby Tuesday is not delivering fully on their desire to surprise and delight their audience in a way that creates a strong relationship and drive for repeat engagement. Many owned properties, such as in-restaurant, RubyTuesday.com, Facebook and YouTube are dead ends for continuous engagement. They offer few opportunities for a feedback loop that allows guests to feel heard, important or engaged.

How can we put a human face on Ruby Tuesday to build richer, deeper customer relationships and loyalty that keeps guests happy over time?

Utilization: Ruby Tuesday guests love to check-in and post about their Ruby Tuesday experiences online; especially on Facebook. However, Facebook is not optimally leveraged and other properties that are used by the target personas do not offer robust or deeper experiences. Mobile and social are severely underutilized as both brand platforms and modes to create deeper engagement and loyalty.

How can we better utilize Facebook since our guests are already talking to us there? How do we continue the Ruby Tuesday experience once the guest has left the restaurant? How can we use other owned properties to build and create symbiotic relationships across the ecosystem.

PERSONAS AND THEIR JOURNEYS

Understanding the people, their behavior, and the opportunities to relevantly engage them.

Translating LURP into brand persona traits

LURP (relaxed, uncomplicated, relaxed pleasure) is a descriptor for the desired Ruby Tuesday guest. We took a look at LURP and translated it into something we could use to build brand personas and create experience paths to Ruby Tuesday.

LIVELY
- Regularly exercises
- Contagious enthusiasm
- Enjoys going out to bars, dancing
- Likes spur of the moment
- Social ringleader

UNCOMPLICATED
- Enjoys life, doesn't worry about the future
- Likes watching trends, pop culture
- Loves gadgets & new technologies

RELAXED
- Music is a vital part of life
- Happy with life choices
- Doesn't worry so much about money, more about how I spend my time

PLEASURE
- Indulges in things that make me happy
- Drink alcoholic beverages often
- Doesn't worry about calories when eating food I enjoy
- Cooks for fun

SOCIAL ACTIVE INDULGENT

DESIRED GUEST PERSONA VALUE AFFINITY

HIGH

AFFINITY TO EACH TARGET VALUE

SOCIAL   INDULGENT   ACTIVE

MEET BOB.

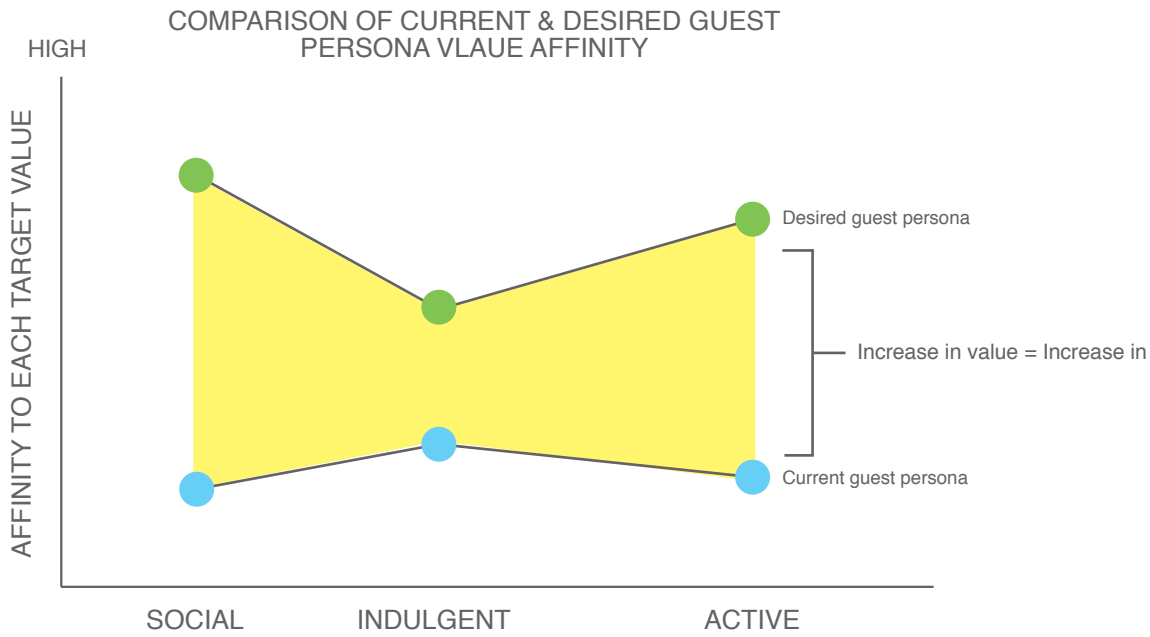He's 60 years old, married, a grandfather, and looking forward to retiring from his job as a regional manager for a paper supply company. He and the Mrs. enjoy lazy Sunday afternoons and an occasional weekend meal out.

MEET JOYCE.

She's 35 and married. She enjoys sports, works hard as a high school biology teacher, and enjoys restaurant date nights out with her husband. She never misses her free birthday burger through So Connected.

WHY BOB GOES TO RUBY TUESDAY:

Bob enjoys an easy-going, comfortable place, good food, and a good deal. He appreciates consistency above all else, and the variety of the menu and salad bar that comes with every purchase of an entree at Ruby Tuesday. He looks for coupons in the Sunday paper and most of the time does not pay full price.

WHY JOYCE GOES TO RUBY TUESDAY:

Joyce and her husband are on a budget and may think Ruby Tuesday is a little expensive for frequently eating out. She is a consummate bargain-hunter and watches her email inbox for Ruby Tuesday coupons and special offers to prompt a visit.

COMPARISON OF CURRENT & DESIRED GUEST PERSONA VLAUE AFFINITY

HIGH

AFFINITY TO EACH TARGET VALUE

Desired guest persona

Increase in value = Increase in

Current guest persona

SOCIAL   INDULGENT   ACTIVE

PROBLEMS

- Key interception points: social networks, movie theaters, and mobile.
- Providing a feedback loop and special occasions promotions align with Lindsay's motivators.
- Tailor communications to Lindsay's likes and motivators will get Ruby Tuesday on her consideration shortlist.

MEET LINDSAY.

She's 28 years old, single, and lives in the suburbs of Atlanta. She works hard and loves her job as a nurse, but also knows how to enjoy life and makes the most of her free time by hanging out with friends

HER PROFILE:

♥ LIKES

- Socializing with friends and at work.
- Listening to popular muisc; everything from Beyonce to Coldplay.
- Working out every day and playing tag football with friends.
- Cooking and hosting dinner parties and then sharing her recipes
- Keeping up with trends and pop culture by reading People.com and reading Glamour and Entertainment magazine.
- Dining out and keeping up with food trends by watching Food Network.

☹ DISLIKES

- Apathy and being lazy.
- Being on a strict budget and having to watch her recreational spending.
- Worrying or planning too much about the future.
- Stressful environments (e.g. restaurants that are too kid-friendly) .

🔧 TOOLS

- Uses her iPhone as more of a mini-computer, utilizing apps and the internet to play games, keep up with her friends, co-workers, and family.
- Facebook, Twitter.
- Review sites/apps like Yelp and Urbanspoon.
- News/pop culture sites like Epicurious, Flipboard, and Huffington Post.

⚙ MOTIVATORS

- New experiences and adventure.
- Love of variety and choice.
- Enjoying the moment.

★ EXPERIENCE GOALS How she wants to feel while visiting a restaurant.

- A restaurant that emulates her style: a comfortable, modern place to hang out and socialize; stress-free.
- Exciting food and beverages: a menu with a little bit of everything: flavors and dishes for every palette and a variety of drinks.

A Day in Lindsay's Life

Legend:
- 💡 Interception point
- ━━ Celebrate a promotion
- ━━ Girls night out
- ━━ Birthday dinner

MORNING | AFTERNOON | EVENING | The Next Day

Daily bike ride

Listens to Beyoncé on her iPod during morning commute

💡 *Radio advertising highlighting special offers for occasions.*

Busy workday, only takes a 15 minute break for lunch.

A friend calls with good news: he got a promotion & wants to celebrate over dinner.

💡 *Ability to make a reservation and denote the celebration of a special occasion.*

At Ruby Tuesday, they enjoy a champagne toast.

💡 *Offer complimentary toast or special off-menu dessert.*

They enjoy a nice, leisurely three-course meal since they are celebrating.

💡 *Commemorate night by taking a photo-upload to RT gallery*

Text opt-in to give feedback on complimentary preferences.

Checks Facebook & discovers her friends have suggested a ladies night.

They decide to see a movie & then get a late dinner & drinks.

💡 *Late night specials appeal to those outside of the regular dinner crowd.*

Lindsay & her friends go to a local theater & watch a movie.

💡 *Targeted Cinema ads. Highlight drinks, apps & open-seating bar area. Promote mobile utilities.*

Finds the most convenient restaurant to the theater.

💡 *Enhancements to mobile site.*

The group enjoys great drinks, great food, and great company.

💡 *Opt-in loyalty program. Feedback loop in the form of a text survey.*

💡 *Receives a text survey with a few questions about his visit.*

Lindsay's parents call, they want to celebrate her brother's birthday.

She goes to RT.com & makes a reservation for 4.

💡 *Add checkbox for special occasion on reservation.*

The family has a nice, relaxed dinner at Ruby Tuesday.

💡 *Offer a Prix Fix menu that features specialty and local foods.*

The server brings out a complimentary cupcake for her brother's birthday.

💡 *Novelty cupcake topper; guest can keep milestone birthdays.*

💡 *Text survey sent and update on loyalty program rewards. Invitation to import birthdays from Facebook.*

TAKE-AWAYS

- Key interception points: social networks, movie theaters, and mobile.
- Providing a feedback loop and special occasions promotions align with Lindsay's motivators.
- Tailor communications to Lindsay's love of variety, choice, and new experiences; this will get Ruby Tuesday on her consideration shortlist.

MEET TOM.

He's 35 years old, married, and lives with his wife in a comfortable, middle-class neighborhood in Phoenix, Arizona. Chris works in sales and travels bimonthly and entertains potential clients frequently.
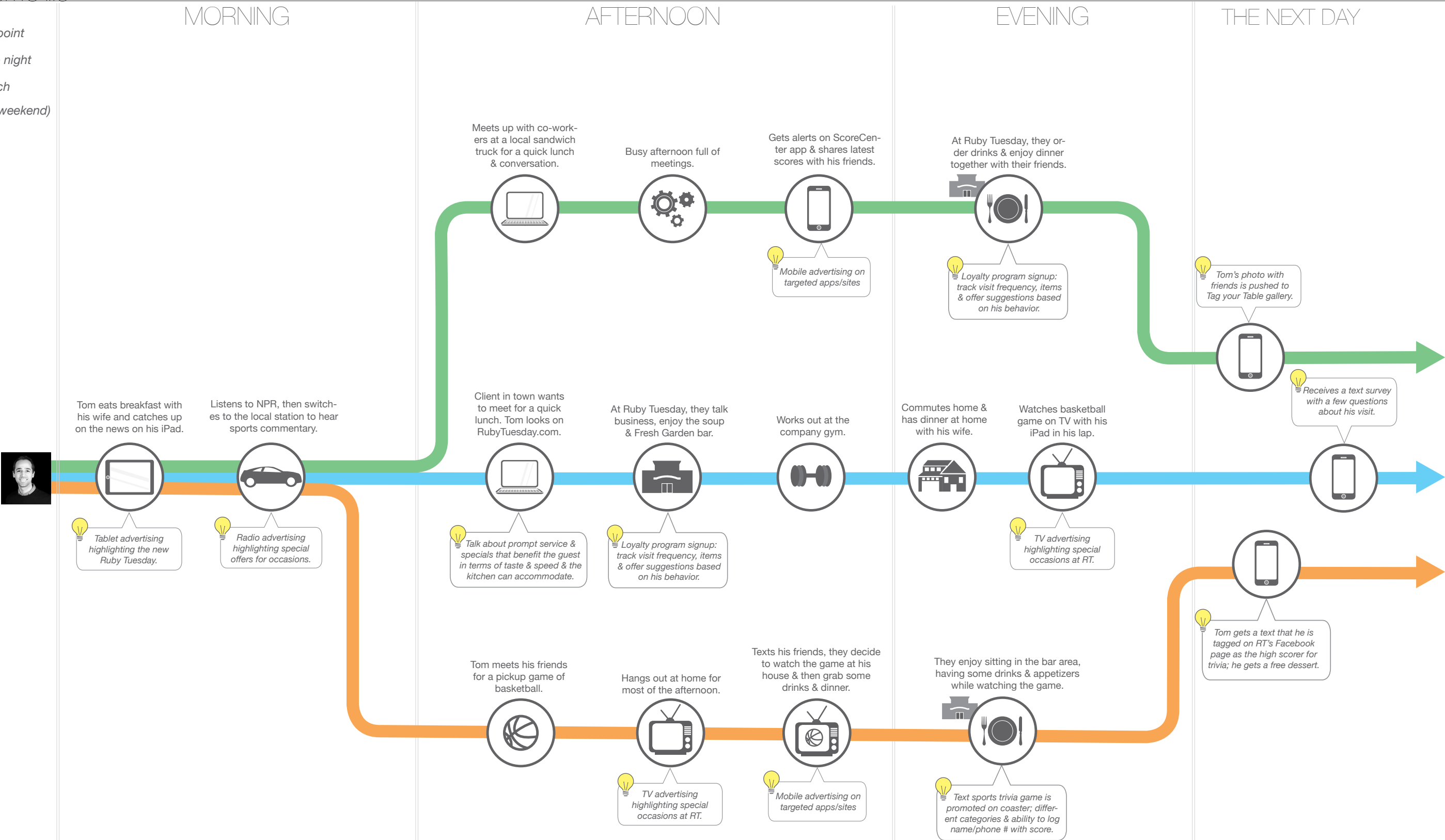
HIS PROFILE:

♥ LIKES

- Being up to date on news (watches CNN) and weather (weather Channel).
- Watching and playing basketball; he's a Florida State fan.
- Keeping up with automotive trends.
- Having friends over for a cookout and going to a sports bar to watch sports.
- A good steak, hamburger, and selection of beers.

☹ DISLIKES

- Having to penny pinch when he wants a new gagdet.
- Being away from his mobile.
- Not getting in his daily workout.
- Worrying about the future.

⚑ TOOLS

- He's at his laptop a lot, but enjoys using his iPad for both work and pleasure.
- Business networking sites like LinkedIn to connect to clients. Facebook and Twitter are used for keeping up with friends and industry trends.
- TV- he watches it on his compter/iPad and DVRS basketball and football games.

⚙ MOTIVATORS

- Working hard, then playing hard.
- Enjoying the moment.
- Connecting with others.
- Genuinely helping people.

★ EXPERIENCE GOALS How he wants to feel while visiting a restaurant.

- A comfortable restaurant: an easy-going, reputable place to entertain clients on a tight schedule but relaxed enough to take his wife for a speical date night.
- Delicious food: a restaurant that satisfies the needs of many and a place he can indulge a little.

A Day in Tom's life

MORNING   **AFTERNOON**   **EVENING**   **THE NEXT DAY**

Legend

- 💡 Interception point
- ▬ Couples date night
- ▬ Business lunch
- ▬ Game night (weekend)

Couples date night (green)

Meets up with co-workers at a local sandwich truck for a quick lunch & conversation.

Busy afternoon full of meetings.

Gets alerts on ScoreCenter app & shares latest scores with his friends.

💡 *Mobile advertising on targeted apps/sites*

At Ruby Tuesday, they order drinks & enjoy dinner together with their friends.

💡 *Loyalty program signup: track visit frequency, items & offer suggestions based on his behavior.*

Tom's photo with friends is pushed to Tag your Table gallery.

Business lunch (blue)

Tom eats breakfast with his wife and catches up on the news on his iPad.

Listens to NPR, then switches to the local station to hear sports commentary.

💡 *Tablet advertising highlighting the new Ruby Tuesday.*

💡 *Radio advertising highlighting special offers for occasions.*

Client in town wants to meet for a quick lunch. Tom looks on RubyTuesday.com.

At Ruby Tuesday, they talk business, enjoy the soup & Fresh Garden bar.

Works out at the company gym.

Commutes home & has dinner at home with his wife.

Watches basketball game on TV with his iPad in his lap.

💡 *Talk about prompt service & specials that benefit the guest in terms of taste & speed & the kitchen can accommodate.*

💡 *Loyalty program signup: track visit frequency, items & offer suggestions based on his behavior.*

💡 *TV advertising highlighting special occasions at RT.*

💡 *Tom's photo with friends is pushed to Tag your Table gallery.*

Receives a text survey with a few questions about his visit.

Game night (weekend) (orange)

Tom meets his friends for a pickup game of basketball.

Hangs out at home for most of the afternoon.

Texts his friends, they decide to watch the game at his house & then grab some drinks & dinner.

💡 *TV advertising highlighting special occasions at RT.*

💡 *Mobile advertising on targeted apps/sites*

They enjoy sitting in the bar area, having some drinks & appetizers while watching the game.

💡 *Text sports trivia game is promoted on coaster; different categories & ability to log name/phone # with score.*

Tom gets a text that he is tagged on RT's Facebook page as the high scorer for trivia; he gets a free dessert.
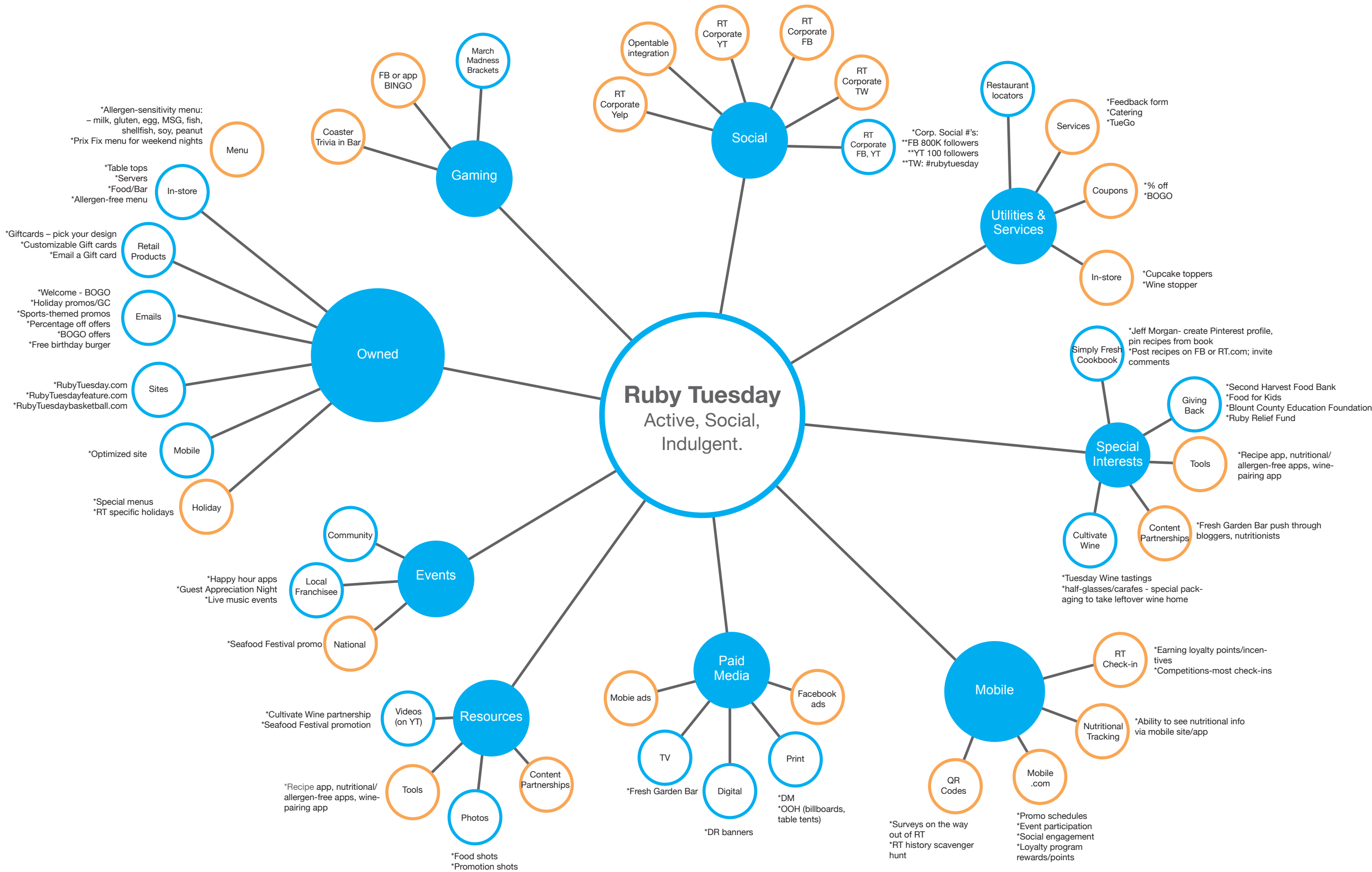
TAKE-AWAYS

- Key interception points: tablet/online, TV & radio advertising, in-restaurant loyalty program that learns Tom's behavior.
- Providing a feedback loop and follow up incentives will get RT on Tom's shortlist of consideration.
- Tailor communications to Tom's behavior and goals; he will choose RT for appropriate occasions.
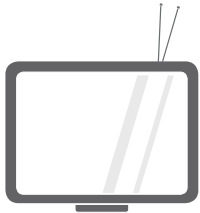
TAKEAWAYS

The following page illustrates the summary of opportunity points to
think bout when creating new Ruby Tuesday work.

Legend:
- Properties/Channels
- Current Touchpoint
- Opportunity Area

Ruby Tuesday
Active, Social, Indulgent.

Social
- Opentable integration
- RT Corporate YT
- RT Corporate FB
- RT Corporate TW
- RT Corporate Yelp
- RT Corporate FB, YT
  - *Corp. Social #'s:
    **FB 800K followers
    **YT 100 followers
    **TW: #rubytuesday

Gaming
- FB or app BINGO
- March Madness Brackets
- Coaster Trivia in Bar

Owned
- Menu
  - *Allergen-sensitivity menu:
    – milk, gluten, egg, MSG, fish, shellfish, soy, peanut
    *Prix Fix menu for weekend nights
- In-store
  - *Table tops
    *Servers
    *Food/Bar
    *Allergen-free menu
- Retail Products
  - *Giftcards – pick your design
    *Customizable Gift cards
    *Email a Gift card
- Emails
  - *Welcome - BOGO
    *Holiday promos/GC
    *Sports-themed promos
    *Percentage off offers
    *BOGO offers
    *Free birthday burger
- Sites
  - *RubyTuesday.com
    *RubyTuesdayfeature.com
    *RubyTuesdaybasketball.com
- Mobile
  - *Optimized site
- Holiday
  - *Special menus
    *RT specific holidays

Events
- Community
- Local Franchisee
  - *Happy hour apps
    *Guest Appreciation Night
    *Live music events
- National
  - *Seafood Festival promo

Resources
- Videos (on YT)
  - *Cultivate Wine partnership
    *Seafood Festival promotion
- Tools
  - *Recipe app, nutritional/ allergen-free apps, wine-pairing app
- Photos
  - *Food shots
    *Promotion shots
- Content Partnerships

Paid Media
- Mobie ads
- Facebook ads
- TV
- Digital
  - *Fresh Garden Bar
- Print
  - *DM
    *OOH (billboards, table tents)
- *DR banners

Utilities & Services
- Restaurant locators
- Services
  - *Feedback form
    *Catering
    *TueGo
- Coupons
  - *% off
    *BOGO
- In-store
  - *Cupcake toppers
    *Wine stopper

Special Interests
- Simply Fresh Cookbook
  - *Jeff Morgan- create Pinterest profile, pin recipes from book
    *Post recipes on FB or RT.com; invite comments
- Giving Back
  - *Second Harvest Food Bank
    *Food for Kids
    *Blount County Education Foundation
    *Ruby Relief Fund
- Tools
  - *Recipe app, nutritional/ allergen-free apps, wine-pairing app
- Content Partnerships
  - *Fresh Garden Bar push through bloggers, nutritionists
- Cultivate Wine
  - *Tuesday Wine tastings
    *half-glasses/carafes - special packaging to take leftover wine home

Mobile
- RT Check-in
  - *Earning loyalty points/incentives
    *Competitions-most check-ins
- Nutritional Tracking
  - *Ability to see nutritional info via mobile site/app
- Mobile.com
  - *Promo schedules
    *Event participation
    *Social engagement
    *Loyalty program rewards/points
- QR Codes
  - *Surveys on the way out of RT
    *RT history scavenger hunt

APPENDIX

Audit of the different communication platforms and the breakdown
of how they perform.

BROADCAST

DIGITAL

MOBILE

EMAIL

PRINT/OOH

SOCIAL

EVENTS

TV

The brand spokesperson, broadcasting how Ruby Tuesday is new and different from the competition.

+ Visuals of food, highlighting promotions and special offers incentivize people to consider Ruby Tuesday.
+ Fresh Garden bar is highlighted and incentivizes a visit.
+ CTA is to visit RubyTuesday.com and continue journey

— Does not articulate differentating values.

💡 Tie-in a social CTA/call-out. Issue a challenge to see why RT is different. Connect to social.

💡 Target the occasions: Provide a business lunch offer, a birthday dinner dessert, an anniversary

RubyTuesday.com

The digital hub that highlights current promotions and is meant to change perceptions of RT.

+ Consistently updated content highlighting promotions and special offers.

— Lack of core, differentiating idea.
— Lack of 2-way conversation.
— Information overload.

— So Connected does not sound like a newsletter signup/loyalty program.

RubyTuesdayfeature.com

+ Clear and focused.

— One-off pages.
— Fails to lead the customer.

💡 Create smoother transitions and clear purposes from external drivers. Content hierarchy on .com should be clearer - where do we want the guest to go?

💡 Call out the loyalty program and benefits on homepage.

m.RubyTuesday.com
Ruby Tuesday on-the-go.

+ CTAs are prioritized: first find a RT location.

— No awareness drivers.
— Underutilized.
— Dead-end.

💡 Mix utility with surprise and delight. Deeper engagements to promote core values and continuity.

So Connected/Promotions

The outreach reminder to members to hear about what's new & receive coupons.

+ High quality imagery & content

— High frequency of emails.
— Too many competing CTAs.

💡 More targeted emails, e.g., tie-in to loyalty members who go to Ruby Tuesdays more than 5 times a month.

💡 Localize email content for local Ruby Tuesday promotion or voting opportunities.

💡 Drive to menu.

PRINT/OOH

The guidebook providing enticing food imagery and incentives to visit the restaurant.

+ Effective use of imagery.
+ Coupons & deals.

— Too many secondary CTAs.
— Dead-end.

💡 Create smooth transitions to social, mobile, and digital properties. Use mobile texting to let people opt-in to loyalty or So Connected programs. Allow people to vote for their favorite dishes to come back to RT menu, items to bring back to the Fresh Garden bar.

💡 Drive to mobile menu/tie-in mobile.

Facebook

The customer experience monitor where Ruby Tuesday followers should engage and explore how Ruby Tuesday is different from everyone else.

+ 800K followers.

+ Fans check-in & post frequently. Fans answer each others questions.

— Followers consistently ask for coupons.
— Infrequent brand posts or interactions.
— Brand responses to negative comments seem canned.

YouTube

+ Two videos, over 25K views.

— Comments are disabled.
— Underutilized.

💡 Deeper engagements change perceptions, build loyalty.

💡 Be human; ask for feedback, polls, etc. Cross-promote between Facebook and YouTube and mobile .com.

Guest Appreciation Nights

The prize giver rewards customers with a "Customer Appreciation Night" cocktail party.

+ Customers feel special. They stay to dine.

— Missed opportunity to continued engagement with customers. Dead-end.

💡 Deeper engagement and continuity of engagement past the event.

💡 Share an awesome experience with friends (send out a survey afterwards, send rewards to share with a friend, post to social media channels).