



Stacey Pool



Leading Through Change with Customer Insights

Medallia



Medallia MasterCast

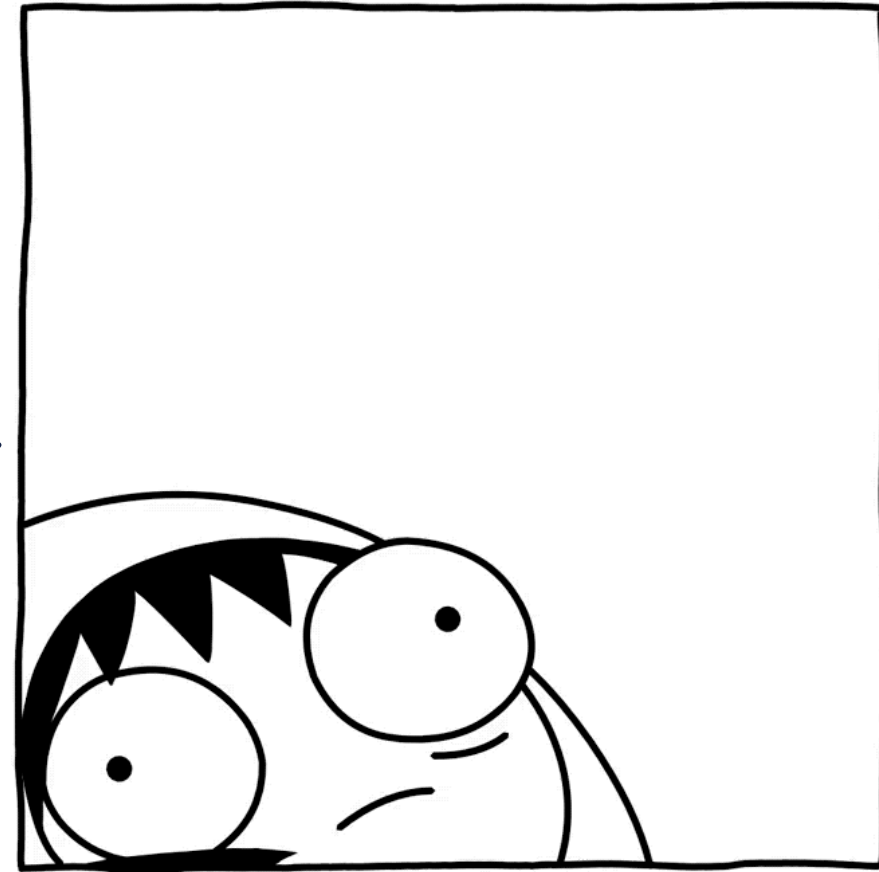
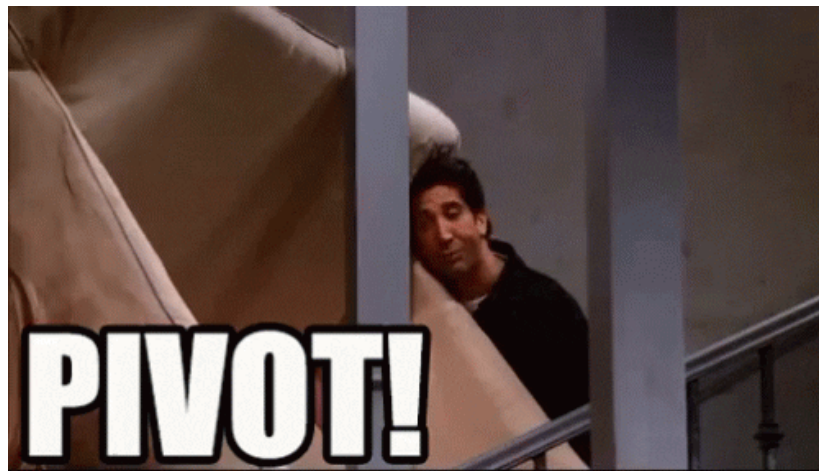
June 11, 2020





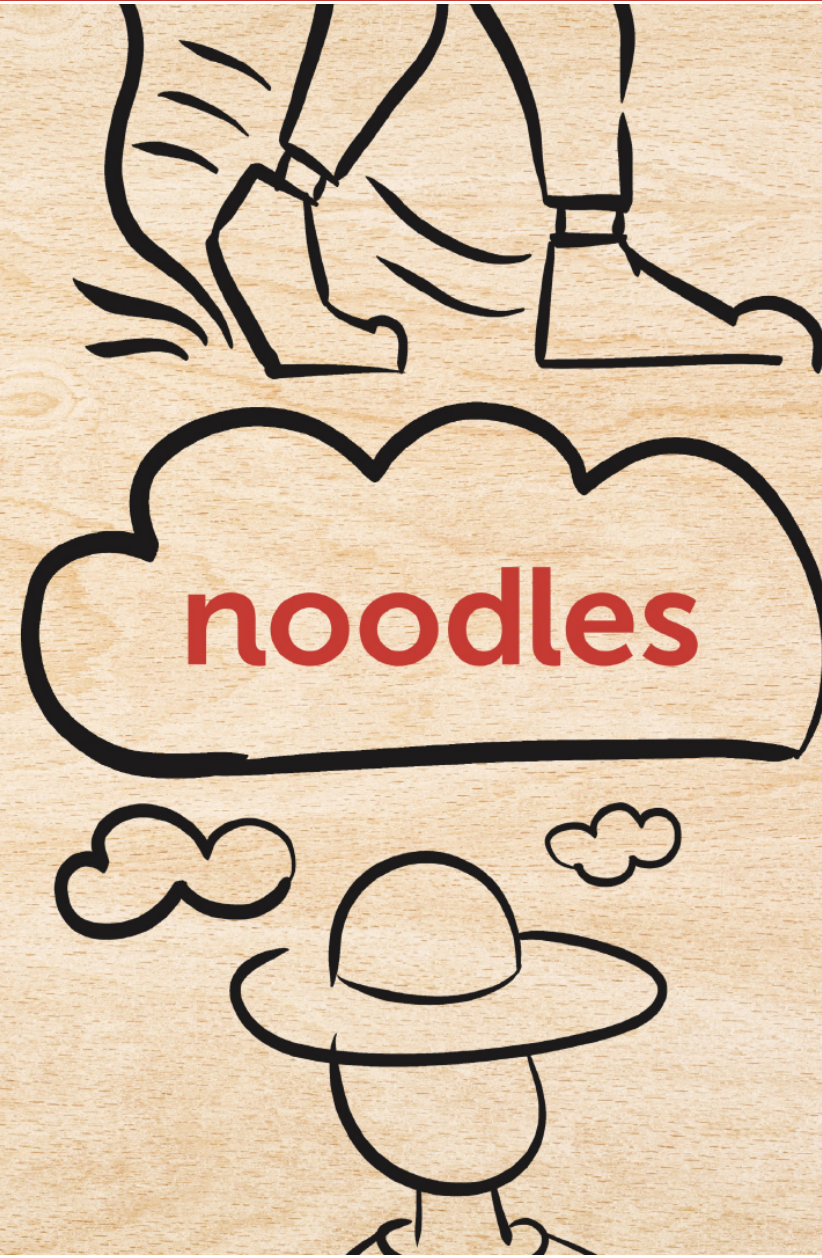
**“THE ONLY CONSTANT
IN LIFE IS CHANGE”**







But things
start to
CHANGE
When you
WALK INTO



COVID-19 & CONSUMER BEHAVIORS



Consumers have growing concerns. COVID-19 is characterized as a pandemic and the levels of spread and severity grew very quickly



NOODLES RESPONSE:

Proactively **Communicated enhanced safety procedures** across all restaurants and reinforced online ordering and to-go options.

Consumers' lives shifted dramatically. Large gatherings are halted, schools close, stay-at-home directives were issued across many states. There is increased pressure to balance work and home.



NOODLES RESPONSE:

Expanded Off Prem business including:

- **Direct delivery** available via Noodles.com and Noodles Rewards app
- Delivery through **Uber Eats**
- **Free Delivery** across all channels (owned & 3rd party DSP)
- **Curbside** pickup at nearly 350 restaurants

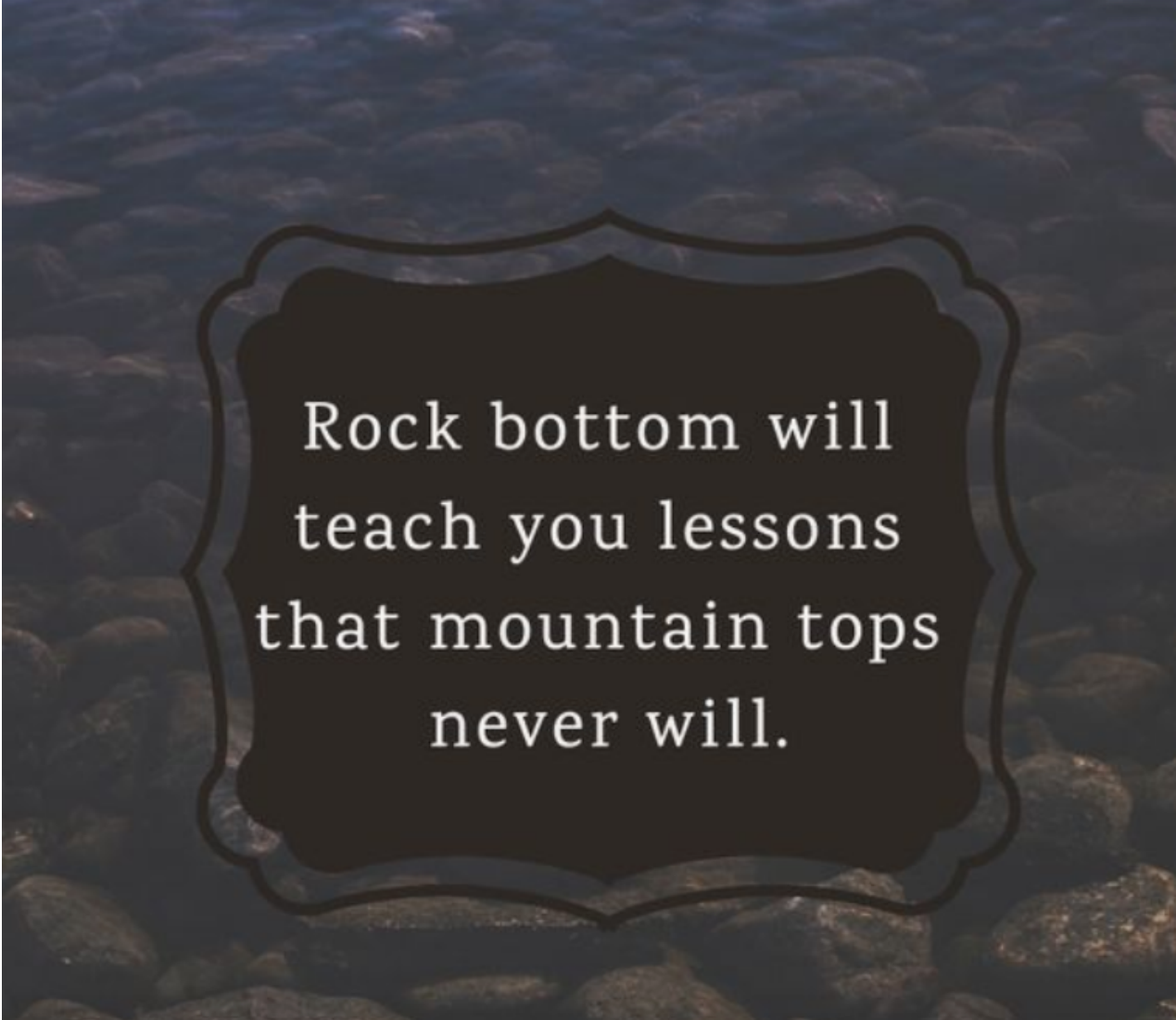

Consumer behaviors changed quickly.

1. Financial concern driving reduced spend
2. Simplicity and convenience drive decisions
3. Crave connection, shift to virtual methods
4. Brand affinity derived through giving back
5. Media consumption shifting to social networks & connected streaming services




NOODLES RESPONSE:

- Launched new campaign '**Company & Noodles**'
- Introduced new **Family Meals** - Including a **Give-Back** to healthcare workers
- Activated **hyperlocal communications**
- Optimized media mix and introduced CTV, YouTube, and paid social, resulting in the need for **Higher Quality Content**



Rock bottom will
teach you lessons
that mountain tops
never will.



OUR APPROACH

1

**Determine what
you want to learn**

2

**Prioritize the list
of learnings**

3

**Establish a
hypothesis**

4

**Prove / disprove
the hypothesis**

5

**Learn and
iterate**

OUR LEARNINGS



Alignment

Remain aligned as a leadership team. Always.

Communication

Be transparent, share information frequently, and provide context.

Guest-Centricity

Put the guest (customer) at the center of everything you do.

Tension

Be comfortable with the uncomfortable.

Big Picture

See the forest through the trees.

Celebrate

Take time to celebrate success.