

# Daniel Woodruff

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## *Program Execution Case Studies*

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# Arby's Gift Card Introduction

***Led introduction of Gift Card program to the Arby's system, resulting in increased customer satisfaction and increased average check through operationally complex pilot test and national rollout.***



- ❖ Initiated test in two markets to ensure functionality and customer appeal of program.
- ❖ Launched program nationally with full merchandising support and promotional ideas.
- ❖ Worked with Finance, Operations, key Franchise Owners and Executive Leadership to successfully launch program.
- ❖ National activation increased average check and frequency.
- ❖ Innovative program that allows franchise owners to retain unused funds until the card is redeemed.
- ❖ Replaced cumbersome paper certificate program.

# Menuboard / Merchandising Update

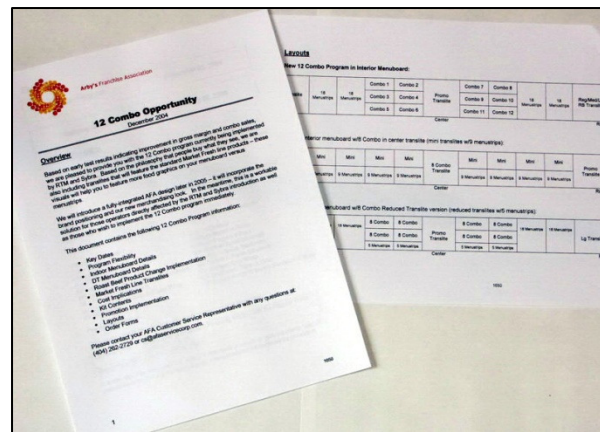
***Improved the guest experience by updating the look and feel of Arby's menuboards and related interior merchandising elements.***



- ❖ Offshoot of participation in the Restaurant of the Future prototype team, which built an innovative and operationally efficient restaurant from the ground up.
- ❖ Led team of Creative Agencies, Franchisees, Suppliers, Engineering Consultants, Purchasing, Construction, Marketing and Operations.
- ❖ Executed design update for restaurant interiors, including menuboards, queue lines and other merchandising elements.
- ❖ Cost-neutral menuboard solution resulted in improved design with no incremental franchisee cost for installation.

# 12 Combo Program

***Increased restaurant sales & profits through improved combo incidence – introduced 12 Combo menuboard update, a complex operations / marketing project.***



- ❖ Led team of Creative Agency, Franchisees, Suppliers, Marketing and Operations in this \$3 million+ initiative.
- ❖ Provided immediate benefit to restaurant profits through increased combo sales.
- ❖ Developed program to utilize existing hardware and minimize cost of execution.
- ❖ Wrote comprehensive mailing detailing the rollout and how to execute it properly at the restaurant level.

# Managed Central Reservations Expansion

***Oversaw expansion of Treadway hotel chain central reservations office from 25 domestic to 1,000+ international hotels, including multiple outsourcing clients with affinity programs.***



- ❖ Handled requirements definitions for development of system to handle reservations, outsource client reservations, hotel property information delivery, etc.
- ❖ Managed expansion from 5 CSRs to more than 30 regular, with up to 35 seasonal Reservations Representatives.
- ❖ Brought client properties online with in-house system and other online booking systems as well, including Sabre, Worldspan, Apollo, etc.
- ❖ Developed property training tools for introduction of updated online systems and property update tools.

# POP Creative Development, Print & Delivery Optimization

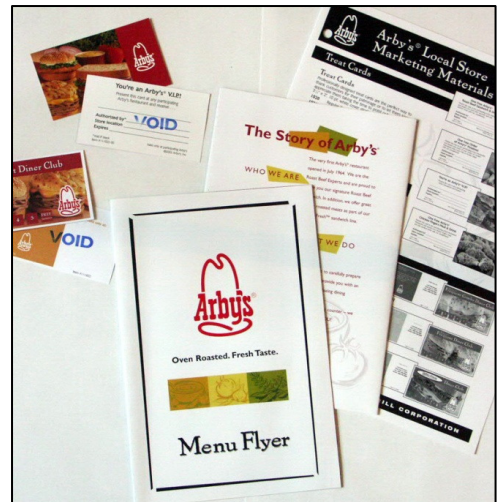
*Reduced costs, timing and error rates through continuous improvement of Arby's merchandising collateral (POP) development process.*



- ❖ Streamlined workflow & approval processes, cutting two months from the start-to-finish creative process.
- ❖ Cut POP distribution costs by 50% (saving approximately \$1 million annually) with change of distribution vendor.
- ❖ Experienced 61% increase in volumes over six years while netting a 5% **decrease** in cost per shipment.
- ❖ Reduced error rates from 2.3% to under  $\frac{3}{10}$  of 1%, fewer than 280 errors out of 110k+ annual shipments, slashing reprint costs and expedited shipping of replacements.

# Arby's National Campaign Execution

***Responsible for all executional aspects of every national Arby's campaign over the period of 12 years. Provided oversight and guidance to multiple teams in execution process.***



- ❖ Executed all campaigns for 3000+ restaurants with \$2.6 billion in annual sales.
- ❖ Oversaw 80 programs annually.
- ❖ Responsible for 97,000+ annual collateral shipments.
- ❖ Managed \$2.6 million standard national promotion budget and up to \$20 million additional budgets in select brand initiatives each year.
- ❖ Handled up to 20 programs per month with multiple program variations by market.
- ❖ Managed four Pillar Campaigns per year with full national advertising support.
- ❖ Handled release of all artwork for agency use in local support of national campaigns.