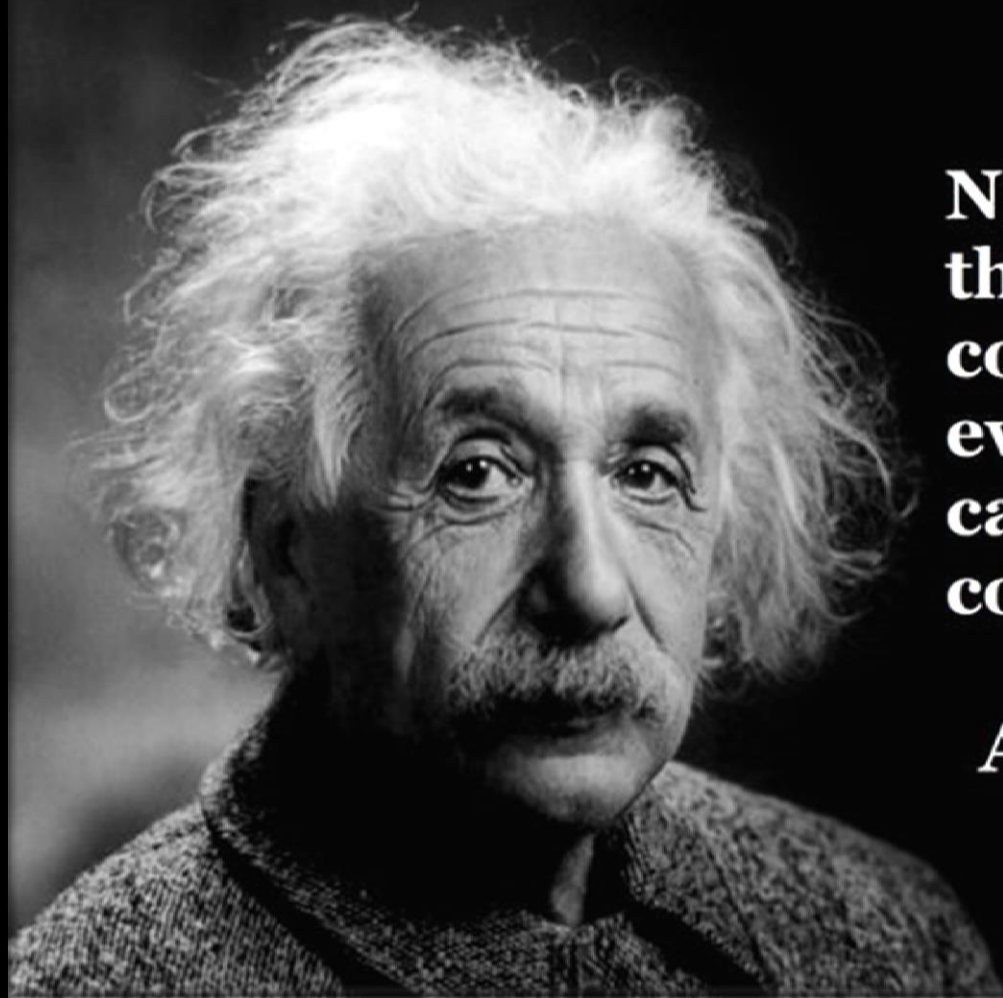


# THE ENGAGEMENT JOURNEY AT JACK IN THE BOX

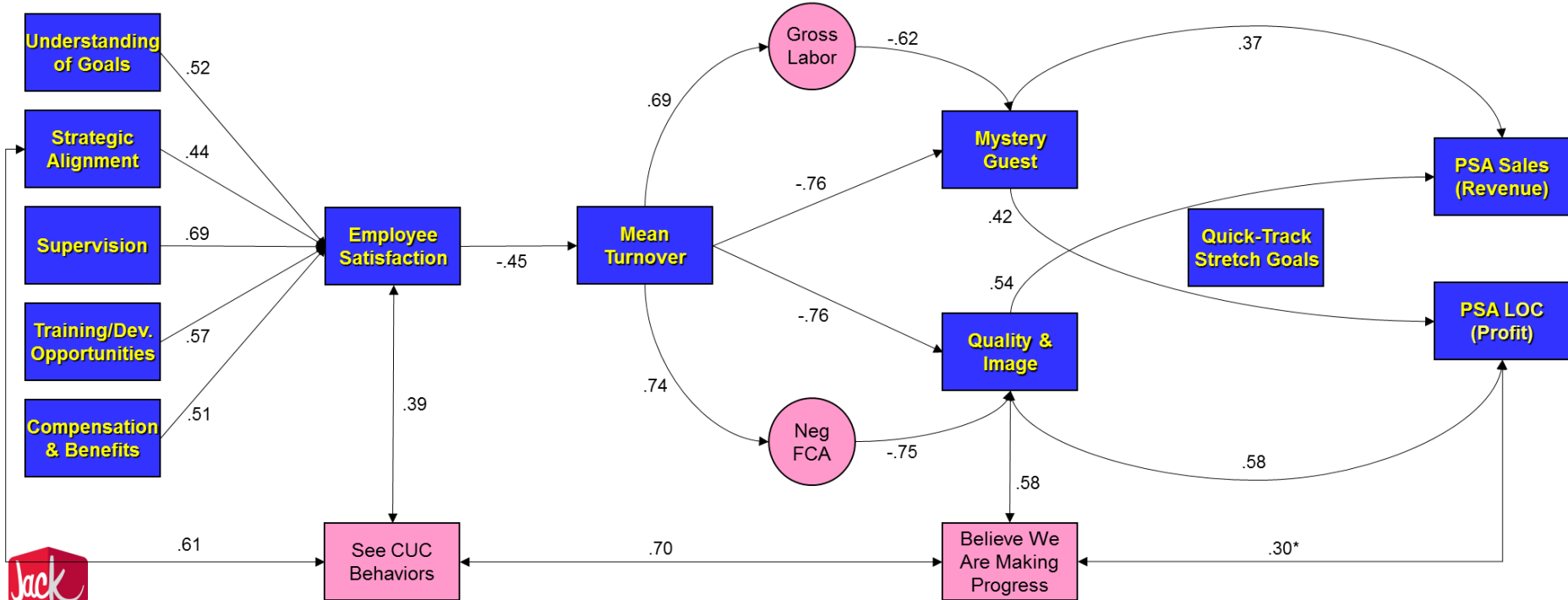


**Not everything  
that counts can be  
counted, and not  
everything that  
can be counted  
counts.**

**Albert Einstein**

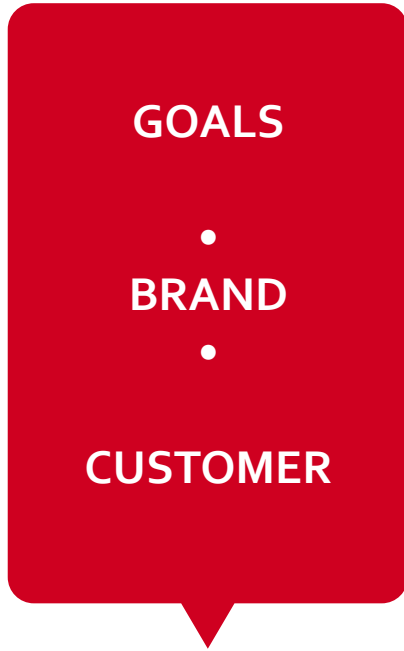
# HISTORICAL STATISTICAL RELATIONSHIPS

## DATA WE HAD ON HAND

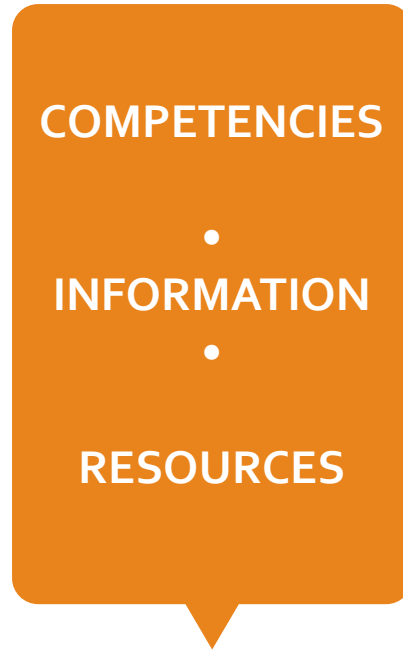


# ADOPTED A FORMAL ENGAGEMENT MODEL

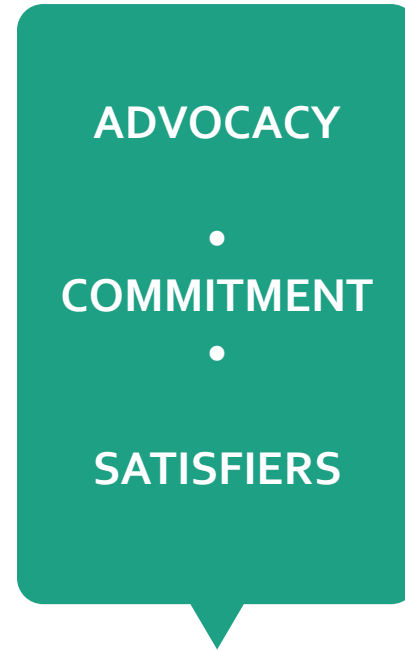
## PEOPLE EQUITY



**ALIGNMENT**



**CAPABILITIES**



**ENGAGEMENT**

# HIGH ACE RESTAURANTS HAVE BETTER OUTCOMES

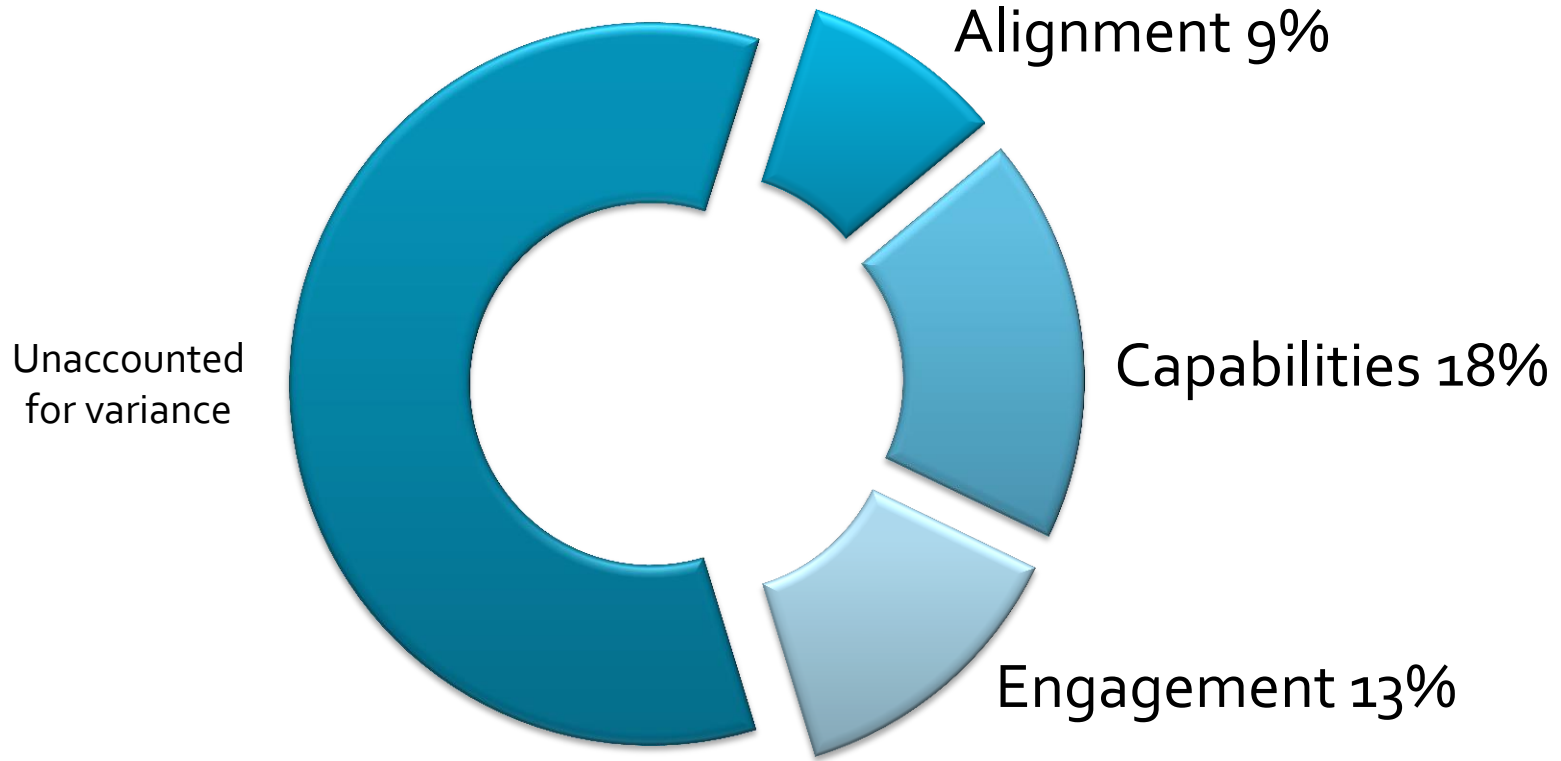


**SALES**  
10%

**PROFIT**  
30%

# WHY ENGAGEMENT IS NOT ENOUGH

## RELATIVE IMPORTANCE – PROFIT



# ACE SCORECARD

## DATA USED TO HELP LEADERS IMPROVE

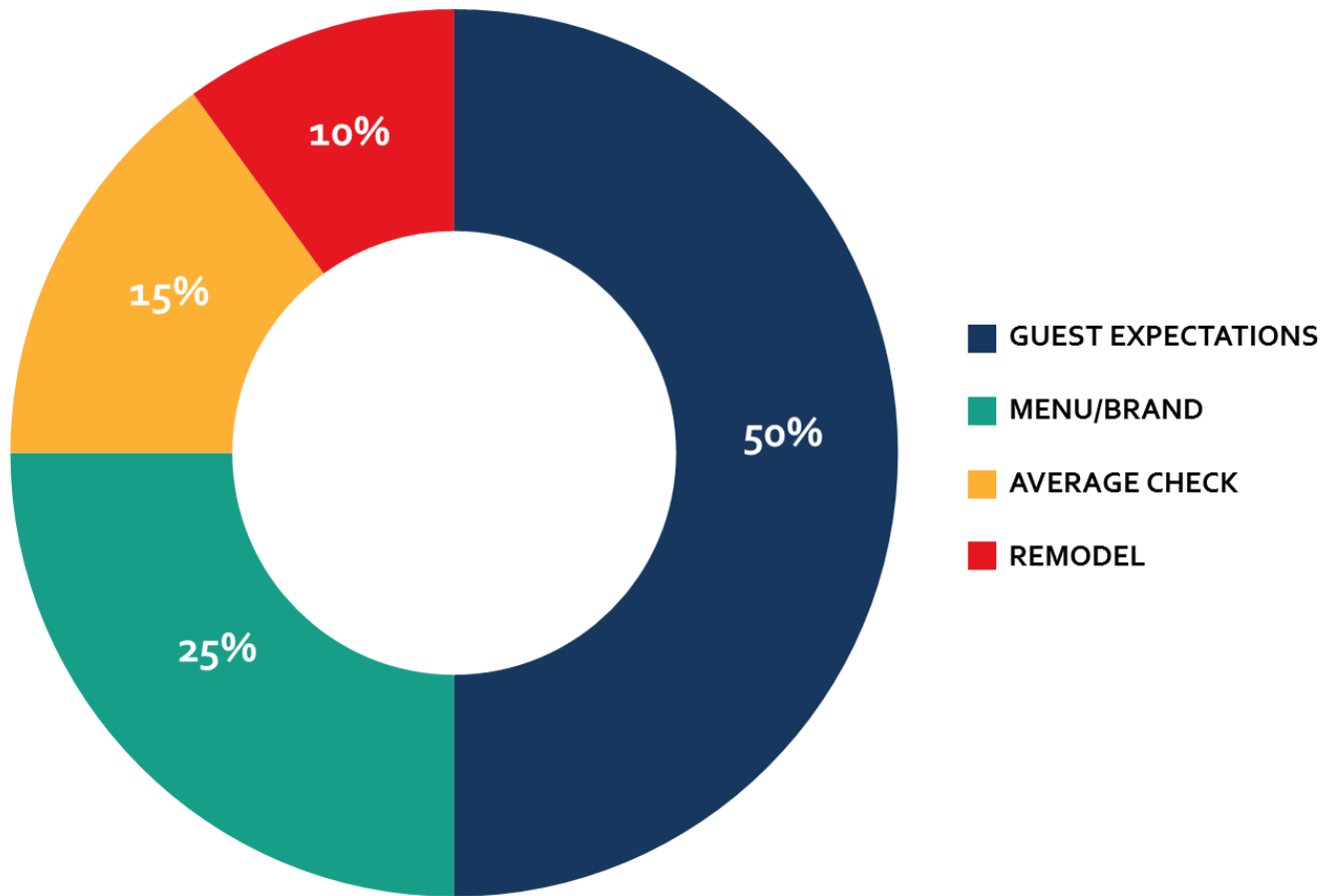
AREA		
A	C	E
80	80	72

RESTAURANT 1			RESTAURANT 2			RESTAURANT 3			RESTAURANT 4		
A	C	E	A	C	E	A	C	E	A	C	E
85	85	74	83	72	68	69	65	65	54	70	34
RESTAURANT 5			RESTAURANT 6			RESTAURANT 7					
A	C	E	A	C	E	A	C	E			
38	39	27	83	87	79	71	68	68			
RESTAURANT 8			RESTAURANT 9			RESTAURANT 10			RESTAURANT 11		
A	C	E	A	C	E	A	C	E	A	C	E
60	55	47	87	85	88	70	70	62	84	83	80



People Equity ACE Scorecard is a copyright of Metrus Group, Inc.

# WE UNDERSTAND DRIVERS OF GROWTH FUELED BY DELIVERY ON GUEST EXPECTATIONS



# TOP PERFORMING RESTAURANTS PROVIDE A BETTER GUEST EXPERIENCE

METRIC	TOP SALES QUARTILE	BOTTOM SALES QUARTILE	DELTA
Alerts Per 10k Trans	4.5	7.3	2.8
VOG Overall Satisfaction Top Box	73.9%	70.4%	3.5 ppts
Speed of Service	4:22	4:40	0:18
VOG Organized, Fast, & Efficient Top Box	73.6%	69.6%	4.0 ppts
VOG Friendly Top Box	77.6%	74.6%	3.0 ppts
VOG Order Inaccuracy	5.2%	6.8%	1.6 ppts
Food Safety Score	96.9%	93.5%	3.4 ppts

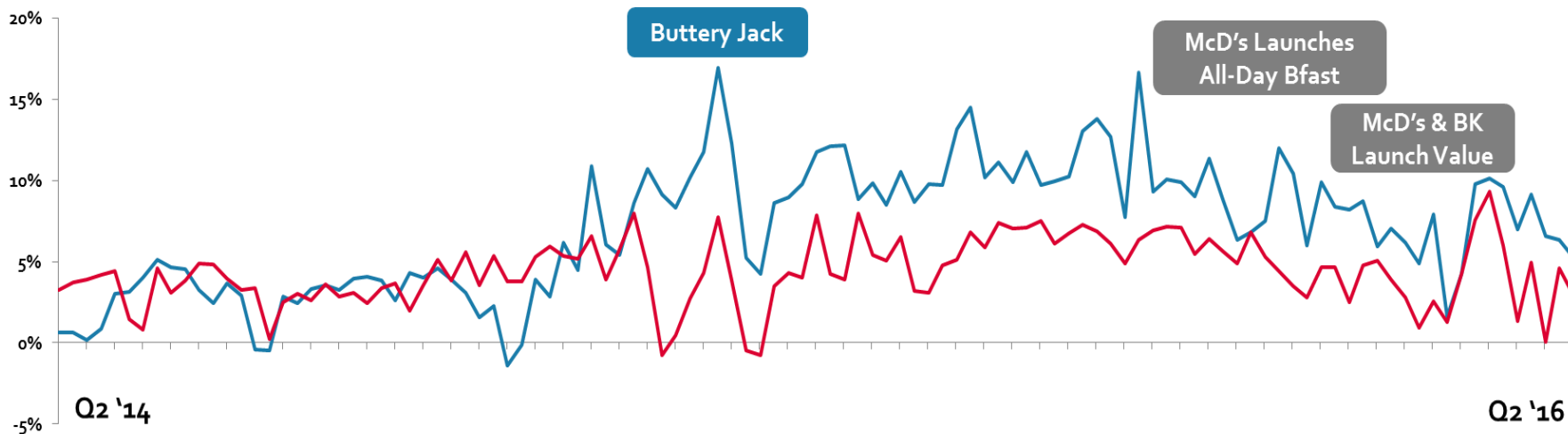
# WE'VE OBSERVED HOW THE GUEST EXPERIENCE IMPACTS THE BUSINESS

Guest Expectation	AUV gain 2014-16	VOG Top Box % 2014	VOG Top Box % 2016
Well trained	\$10k	73.5%	74.6%
Organized, Fast & Efficient	\$37k	69.3%	74.4%
Friendly	-\$20k	80.3%	77.6%
Food Taste	\$33k	69.9%	75.3%
Employee Appearance	\$5k	76.1%	78.4%
<b>TOTAL</b>	<b>\$65k</b>		

# THE TOP QUARTILE HELD ONTO BUTTERY JACK GAINS DESPITE INTENSE COMPETITION

## Top System Quartile SSS Performance vs. APT QSR Index

— Jack in the Box Top Quartile SSS    — APT QSR Index SSS (aligned with JIB Top Quartile)

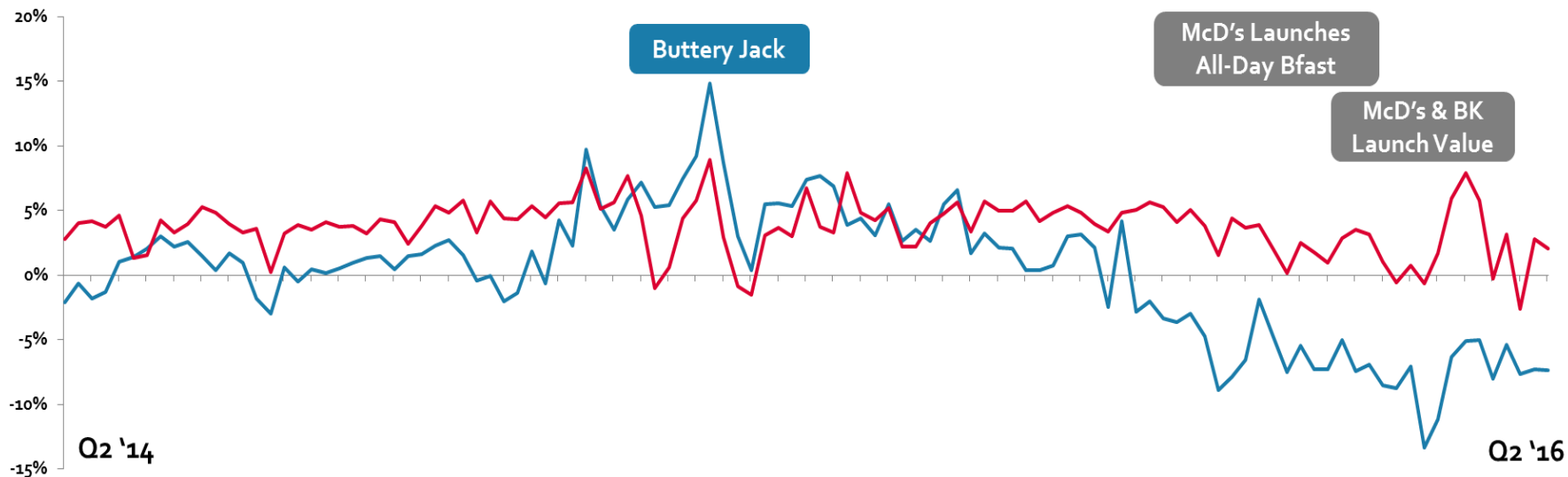


Source: APT; APT QSR Index is an aggregate of QSR competition same-store sales performance within a 2 mile radius of each JIB location.

# THE LOWEST PERFORMING QUARTILE LOST GROUND

## Bottom System Quartile SSS Performance vs. APT QSR Index

— Jack in the Box Bottom Quartile SSS    — APT QSR Index SSS (aligned with JIB Bottom Quartile)



Source: APT; APT QSR Index is an aggregate of QSR competition same-store sales performance within a 2 mile radius of each JIB location.



"IT'S NOT ENOUGH TO BE BUSY,  
SO ARE THE ANTS.

THE QUESTION IS,  
WHAT ARE WE BUSY ABOUT?"

- HENRY DAVID THOREAU

# GUEST SERVICE PERCEPTIONS

## CLARITY OF EMPLOYEE/EXECUTION FOCUS

### WHERE WE EXCEL

#### HOLD LEADERSHIP POSITION

- Clean tables
- Order accuracy
- Quickly solve problems
- Clean bathrooms
- Entrée/burger temperature

### INDUSTRY & JIB ON PAR

#### HOLD OR IMPROVE POSITION

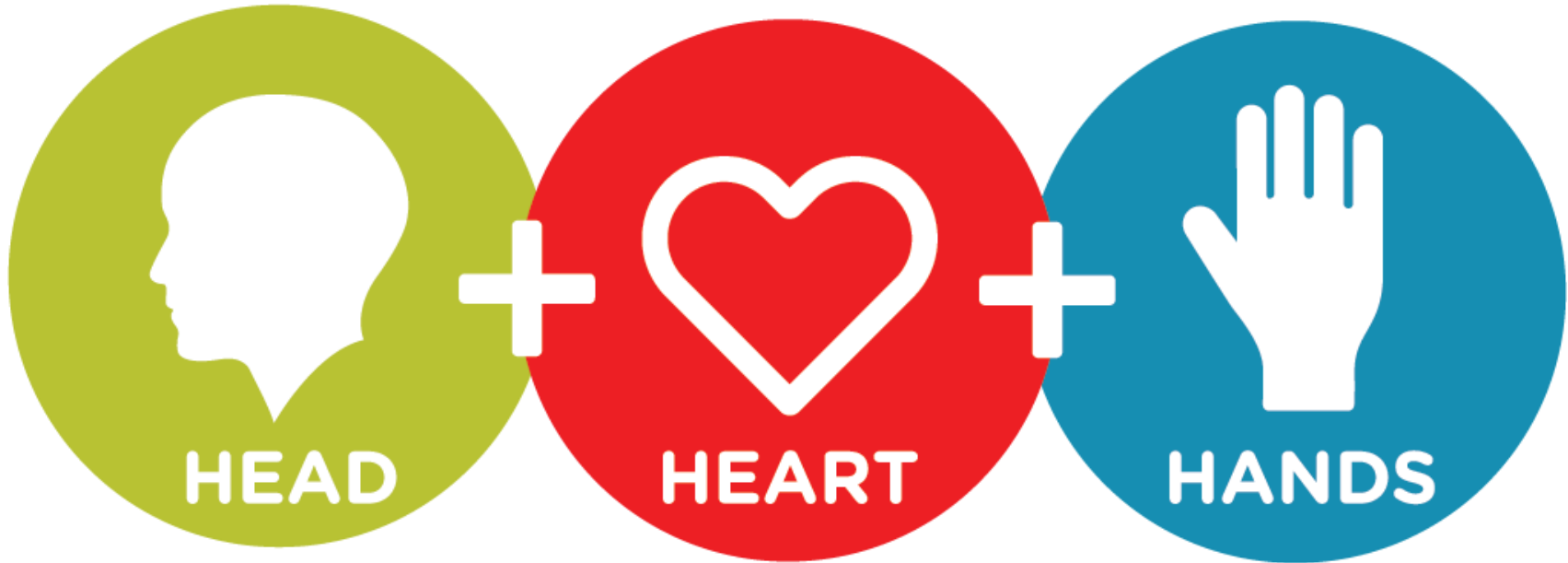
- Sanitary food preparation
- Quick drive-thru delivery
- Quick in-restaurant delivery
- Burger not overcooked

### WHERE WE NEED TO IMPROVE

#### ATTACK PRIMARY FOCUS

- Restaurant well-staffed
- Well-trained employees
- Employee appearance
- Friendly service
- Food tastes great

# LEADERSHIP FRAMEWORK ALIGNS WITH BUSINESS DRIVERS



**What's Next?**  
Where do  
consumer,  
business &  
people analytics  
meet?



**BE SOMEONE WHO MAKES  
SOMEONE ELSE LOOK  
FORWARD TO TOMORROW**

