



MODERNIZING CRACKER BARREL

AGENDA



- 1 Current Issues
- 2 Recommendations
- 3 Focus of Change
- 4 Key Challenges
- 5 Mission Statement
- 6 Vision Statement
- 7 Key Takeaways

CURRENT ISSUES

1

Targeted Consumers

Older, middle-class, rural consumers

2

High costs

lead to 16% closure of locations

3

Decreased Visitors

In Dining and the Old Country Store

4

Interior Design

No nostalgia for new generations

5

Missed Opportunities

Trends (No Social Media Presence)

6

No Appeal to Future Generations

Decorations, Menu, Service Style

7

Failed to Create Value

42% of families prioritize good value for dining

8

No Off Premise Dining

62% of families order restaurant takeout

RECOMMENDATIONS

Fix the misalignments between current and future STAR models

Culture and Symbols: Vintage decor

Modernized rustic look that appeals to the younger generation

Strategy: Target travelers as primary customers

Add food delivery services and takeout options

Culture and Symbols: Outdated brand merchandise

Update retail merchandise with location-specific options

Strategy: Limited value menu items

Expand affordable meal deals

Information and Decision Processes: Track customer satisfaction through surveys

Track satisfaction through social media engagement

MODERNIZE CRACKER BARREL

Will Address Issues 1, 4, & 6

SHORT TERM (6-12 MONTHS)

- **Remodeling** 10% of locations with modern rustic look
- Develop Retro- style **clothing and accessory collection**

MEDIUM TERM (1-2 YEARS)

- Expand **online merch** sales 25%
- **Reduce store closures** by 50%

LONG TERM (BY 2030)

Continue social media, online store, and collaborations with relevant brand

INCREASE AFFORDABILITY

Will Address Issues 2, 3, & 7

SHORT TERM (6-12 MONTHS)

- Add 3 hearty, budget-friendly **menu items**
- Launch the **“Weeknight Family Special”** bundle
- Promote **“Under \$10 Meals”** in marketing

MEDIUM TERM (1-2 YEARS)

- Launch **Cracker Barrel Rewards Program**
- Partner with **DoorDash/Uber Eats** for affordable bundles
- **Cut average meal cost** by 10% without losing quality

LONG TERM (BY 2035)

- Grow in-store dining by 20% via better value
- **Boost takeout** by 40% with family-friendly options
- Keep prices low while preserving quality & hospitality

INCREASE INNOVATION

Will Address Issues 5 & 8

SHORT TERM (6-12 MONTHS)

- Add 3 modern Southern-inspired dishes
- Collaborate with 20+ **influencers**
- Start **hashtag campaigns** to boost engagement

MEDIUM TERM (1-2 YEARS)

- Launch **“Family Value Bundle”** to blend innovation & affordability
- **Upgrade app/website** for smoother ordering
- Grow engagement by 125% on **TikTok, IG, YouTube**

LONG TERM (BY 2030)

- Build **full digital innovation** strategy
- **Increase Gen Z & Millennial repeat** visits by 25%
- Refresh offerings using customer trends & feedback

KEY CHALLENGES

PROBLEM

Long-time customers are resisting changes that feel unfamiliar with the brand's legacy

HOW TO ADDRESS

➤ Emphasize consistency and legacy through messaging to preserve cognitive legitimacy

PROBLEM

Operational teams and customers may resist if food quality declines during delivery

HOW TO ADDRESS

➤ Advertise items that "deliver well" and celebrate and market short-term wins (Kotter Stage 6)

PROBLEM

Influencers with large followings have conflicting views, risking brand fragmentation

HOW TO ADDRESS

➤ Start with short-term partnerships and have a diverse group of influencers

PROBLEM

Brand team and other stakeholders are confused about what the brand now stands for

HOW TO ADDRESS

➤ Using Kotter's Stage 4, communicate a clear, values-based vision

FUTURE MISSION STATEMENT

Current Mission Statement

- Our Mission – **Pleasing People**
- “Since the very first Cracker Barrel Old Country Store® opened back in 1969 in Lebanon, Tennessee, we’ve prided ourselves on keeping things pretty simple.” – Cracker Barrel



Future Mission Statement

- ✓ Provide Warm **Hospitality**
- ✓ Enhance the meal keep traditional comfort
- ✓ Increase **Value**
- ✓ Invest in **quality & customer service**

FUTURE VISION STATEMENT

Current Vision Statement

No Current Published Vision Statement

- Creates disorientation for key stakeholders like shareholders and investors concerning the company's future
- Additionally, no alignment between company strategy, vision, and mission → this should be the role of strategic leaders!



Future Vision Statement

- ✓ To be the **Top Dining Destination**
- ✓ Open to all generations
- ✓ Preserve the **traditional charm** but enhance the dining experience
- ✓ Create **takeout** and **reward programs**

KEY TAKEAWAYS

- 1 Cracker Barrel must make changes to their current brand to obtain relevance among the younger generation.
- 2 Give the traditional Cracker Barrel southern charm a modern spin.
- 3 Embrace trends using digital rewards, influencer collaborations, and online dining apps
- 4 Including loyal customers in the process is crucial for maintaining loyalty and expanding Cracker Barrel's appeal to new demographics

THANK
YOU

