

# **Toppers Pizza Case Study: Optimizing Profitability and Maximizing Consumer Perception for Increased Market Share**



**SYNERGY** RESTAURANT CONSULTANTS

# The Restaurant: Toppers Pizza

Pizza is pretty cool on its own, but what Toppers Pizza has been able to do to it takes it to a whole different level. The Toppers Pizza story is the American dream personified. In 1991, fed up with being forced to serve lesser quality food at the national pizza chain he was working for, Scott Gittrich masterminded the idea that eventually turned into the Toppers Pizza chain. Their motto is “Never Settle,” and it’s paid off as they are topping pizzas all across the country, making them one of the fastest growing pizza franchise brands and in 2015, 73% of all Toppers Pizza stores achieved record sales.

Synergy Consultants was asked by Toppers Pizza to refine the brand’s overall positioning, conduct menu engineering, develop new innovative menu item concepts that were a fit to their brand positioning (both for full-time and limited-time-only promotional purposes), conduct quantitative consumer research including a TURF analysis to validate the menu and new menu concepts, and then develop the new products identified in the research.

## The Synergy Process – The Steps to Optimizing Profitability and Market Share

With leading restaurant experts at our helm and nearly 30 years of experience, the Synergy Consulting team quickly assembled a plan that would effectively address the goals and objectives of Toppers Pizza.

### Development Phase

- On-site visits at different store locations
- TURF analysis conducted
- A thorough operations assessments performed:
  - Time-motion analysis of menu
  - Productivity assessment
  - Portion sizes and consistency
  - Throughput and ticket time assessment
  - Food quality review
- Define the brand’s points of differentiation
- Analysis of current industry food trends
- Development of new, innovative menu concepts
- Engineering of the current menu
- Creation of streamlined menu with new menu items

## Implementation Phase

- Improved operating systems
- Streamlined menu with the removal of three menu categories
- Created five new, innovative pizzas and three new breadstick options
- Simplified the training process
- Improved unit level profitability
- Created a plan for testing, rolling out, and measuring the success of new products

## Case Study: Success

As part of the quantitative consumer research, a TURF analysis was conducted among both current brand users and non-users to help identify what would be the ideal menu with the smallest number of menu items that reached the maximum number of potential customers and at the same time to understand price elasticity on the menu items. Included in the TURF analysis were all current menu items as well as the new menu concepts that the Synergy team developed. The research findings allowed a streamlined menu to be developed, with three entire menu categories being removed from the menu and a number of the new menu concepts that performed well were further researched and developed before being added to the new menu.

Today, comp sales are up, training employees has been simplified with the streamlined menu, speed of service has been improved, and most importantly, the brand is offering a tight menu that is true to their brand in the eyes of their customers.

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