



### Marketing Strategy for Red Robin Gourmet Burgers and Brews

UIUC – BADM 520 Group #5

Abhignya Jagannath (aj45) Aishwarya Chourasia (ac129) Hiren Mahyavanshi (hm35) Latha B R (lathab2) Parv Rustagi (parvr2) Semin Park (seminp2)



#### **Tabel - Contents**

1.	Executive Summary	01
2.	Introduction	01
3.	Situation Analysis	02
	3.1 5C	05
	3.2 PESTEL	07
	3.3 SWOT	10
	3.4 Target Market	12
4.	Strategies Recommendations and Objectives	13
	4.1 Strategic Recommendations	13
	4.2 Marketing Objectives	13
5.	Value Proposition	14
6.	Big Idea	15
7.	Target Customer Segment	15
8.	Marketing Mix	15
9.	Financial Projection	17
10.	Implementation	17
11.	Evaluation and Control	18
	[Appendix #1] References	21
	[Appendix #2] Survey	24



#### **Team Member Contribution**

Team Member Name	Briefly describe team member's contribution to this assignment
Abhignya Jagannath	Strategies Recommendations and
	Objectives
Aishwarya Chourasia	PESTEL, SWOT
Hiren Mahyavanshi	5Cs Framework, Implementation,
	Financial Projection
Latha Bangalore Rudraswamy	<b>Target Customer Segment, Executive</b>
	summary , value proposition
Parv Rustagi	Marketing Mix, Financial Projection
Semin Park	Introduction, Your Big Idea, Evaluation
	and Control



#### 1. Executive Summary

Red Robin's Gourmet Burgers and Brews is a casual sit-down restaurant. The first Red Robin opened in Seattle, Washington in 1969. Red Robin is known for its authentic gourmet burgers well-kown among family crowd. Red Robin is struggling to adapt to the change in consumer behavior. Consumers are moving towards healthy options. Red Robin is mostly located at malls and the marketplace offers high calorific burger options that are seemingly unhealthy and mostly disinterest the young crowd. Red Robin has the opportunity to adapt to the changing customer preferences and current market trends. The survey was conducted to analyze certain parameters.

From the survey, we understand our target customer market is young adults who are aged 18-24, 25-34. They have an average annual income of less than \$19k. Target customers are health conscious and prefer burgers that have lower calories and are healthy in nature. The target customers are mostly students and young working professionals who prefer to have Red Robin located at standalone branches and densely populated places like campus towns and CBD. These locations will have dine-in and quick drive-thru facilities which provide the target customer segment the convivence and increased customer experience. The new healthy burger rage of menu 'Fit Bite' will be priced keeping in mind the operations cost and considering customer preference from the survey. Promotional activities are preferred on social media platforms like Instagram and, Red Robin website, campaigns around campus towns and gyms.

The Entire go-to-market strategic implementation is conducted in phases across the entire quarter. The decisions on pricing, operations, locations and planning the promotions would happen from Oct till Nov. The budgeting will happen simultaneously. Internal testing, pilot testing will be conducted. Following that promotional activities are conducted to launch the product. In our last phase, we will measure the KPIs & important metrics & based on the customer feedback, we will continue to improve & optimize.

#### 2. Introduction

For a few years, the health became important thing to contemporary people. They carefully make a decision what they eat. According to the International Food Information Council (2022) [1], Food and Health survey, they announced that 52% of Americans was concerned about their diet and food behavior. In addition, they mentioned it is a significant increasing numerical value (39% in 2021, 43% in 2020, 38% in 2019). Above all, the younger age group of 18~34 was considerably increased the interesting in diet and food behavior and they prefer to try to eat healthier (54%) to take good health. Additionally, burger which most American like still has this problem related to consumer preference. Ryan McCarthy (2022) [2], Food Business News, reported 51% of American enjoy burgers more than once a week, and 85% eat more that once per month. Someone



said that burger is good for healthy due to having diverse nutrients, but most people think burger has side effects on health such as risk of heart disease, hypertension, weight gain and so on (Hira Latif, 2021) [3]. These means that most of people are very interested in their health, and many company which is operating food restaurants have to look for solutions rapidly to attract many consumers.

According to the Paul Branson (2023) [4],Red Robin, a gourmet burger restaurant, is struggling to adapt to the changing consumer preferences that is, healthier food choices. Thus, this paper will highlight solutions and strategies of Red Robin to target changing consumer food behavior / preference through intensive environmental analysis

#### 3. Envrionmental Analysis

#### 3.1 5C Framework

To make a good marketing or strategic plan, it's essential to have a comprehensive and in-depth grasp of the company, its customer base, competitors, collaborators and context.

#### **Company**

Red Robin is a well known chain of casual-dining restaurants that's been around for a long time. It is known for its gourmet burgers and its unique offering of a wide selection of brews, which makes it different from typical burger chains. Red Robin primarily chooses to establish its restaurants in strategic locations such as malls and marketplaces, attracting a high footfall of shoppers and families. In addition to its traditional dine-in service, Red Robin has a lucrative burger bar catering business, making it a popular choice for events, parties, and gatherings. Red Robin is a company you can buy shares of using the code RRGB on the stock market. They mostly let other people open Red Robin restaurants, which helps them grow quickly. Red Robin's menu has a lot of different burgers, sides, salads, and drinks, so there's something for everyone.

#### **Customers:**

Red Robin's customer base is primarily composed of adults aged 24 to 54, representing around 66.31% of its patrons. This demographic is attracted by the restaurant's gourmet burger offerings and brew selection. Recognizing the need to keep its image fresh and appealing, Red Robin is actively trying to bring in a hip adult crowd, particularly those aged 18 to 24. This demographic seeks unique dining experiences and often enjoys socializing over meals. Many of Red Robin's customers seeks a laid-back dining experience, often with family and friends, making it a popular choice for family outings. Geographically, Red Robin outlets are concentrated on the East and West coasts, which may reflect regional taste preferences and population density. The restaurant



mainly caters to middle-class and upper-class working individuals with a relatively high income range of \$70,000 to \$180,000. Red Robin has successfully attracted gourmet burger enthusiasts who appreciate its premium burger offerings.

#### **Competitors**

Its current competitors are:

Applebee's Grill + Bar:

With a market cap of approximately \$753.927 million, offers a varied menu of American casual dishes. It faces challenges in distinguishing itself from similar casual dining chains but is taking steps to revamp the menu, promotions, and overall dining experience to appeal to a younger crowd. Chili's Grill & Bar:

With a market cap of \$1.32 billion, it leverages a loyalty program and promotional offers but may experience pricing concerns among consumers. It is actively rebranding, renovating locations, introducing new menu items, and expanding its takeout and delivery options to remain competitive.

Its potential competitor is:

Bareburger:

Bareburger differentiates itself by offering a variety of burger options, including organic, grassfed, and plant-based patties. Its higher price point compared to some traditional burger chains is a consideration. Bareburger aims to cater to consumers who want a healthier burger experience without compromising on taste.

#### **Collaborators**

Red Robin has established partnerships with food companies like New Belgium Brewing and Donatos [7] [8]. This collaboration likely provides a diverse range of brews and additional menu options, enhancing the overall dining experience. The restaurant has entered into partnerships with food delivery platforms such as Uber Eats, DoorDash, and Grubhub to extend its reach and cater to the growing demand for off-premises dining options. Supply chain partners, including Wolverine Packing Co. and Coca-Cola, play a crucial role in ensuring the consistent quality and availability of ingredients and beverages across all Red Robin locations. Red Robin is actively engaged in charitable donations and partnerships with local organizations such as Denver Kids Inc. This community involvement demonstrates its commitment to social responsibility and building a positive brand image. Participation in community events further strengthens its ties with local communities and customers.



#### Context

For context, we conducted a PESTEL analysis in the next section to gain deeper insights into the political, economic, social, technological, environmental, and legal factors

#### 3.2 PESTELE

#### **Political:**

In the ever-evolving restaurant industry, Red Robin confronts a host of [13] challenges shaped by political, governmental, and tax-related factors that significantly influence its operations and financial performance. Red Robin must adjust politically to the altering federal, state, and local laws that have an impact on its business. These involve regulation by Food and Drug Administration and involve Legislation pertaining to health and safety. Many standards and insepections[14] are conducted outside the FDA at various periods based on facility and type of product.

On the [15]taxation front, Red Robin deals with taxes like Franchise and environmental levies, as well as income, sales, and property taxes, all of which have an effect on its profitability

Red Robin must remain watchful, monitoring and adapting to changing political, regulatory, and tax issues, in order to prosper in this complex climate. To keep the company flexible and lucrative, effective compliance, customer safety, and tax liability management measures are crucial.

#### **Economical:**

Consumer disposable income is a key element in the economic environment for Red Robin. The good news is that consumer disposable income[16] has been consistently rising as a result of factors including rising salaries, low inflation, and tax cuts . This increases consumer spending power, which includes dining out. It's crucial to remember that consumer disposable money isn't spread equally, which Red Robin should take into account while determining prices and focusing on various income levels.

Bls.gov and Bloomberg In some places, unemployment is still a problem, which affects consumer spending on eating out. Another economic element that has an impact on Red Robin is inflation, which raises the costs of goods and services, could result in higher menu pricing, and has an effect on profit margins.

Rising interest rates may also make borrowing more expensive for Red Robin, which could limit its ability to make investments and grow. In order to set effective pricing policies and continue to be flexible and profitable, Red Robin must have a solid understanding of these economic dynamics.



#### **Social:**

The success of Red Robin directly depends on the growing social and demographic factors. The way that patrons' perspectives on menu items are changing, particularly how they perceive how healthy they are, is a significant aspect. Due to the growing trend toward healthy living and increased consumer awareness of wellness, Red Robin has the opportunity to change its menu in order to appeal to customers who are interested in wellbeing. To modify the menu to reflect shifting consumer preferences, it is crucial to understand these cultural factors.

**Dietary and Lifestyle Trends:** Consumers today are much more health conscious[17], selecting wholesome foods like the Mediterranean and ketogenic diets, according to dietary and lifestyle trends. Sustainable food options[18] are becoming more popular among consumers. These modifications have led to an increase in the number of eateries offering wholesome and sustainable menu options. Restaurants are also utilizing technology to communicate with customers directly and provide a more individualized eating experience.

Demographics - Age: Restaurants must consider the age of their patrons as a key demographic factor. There are obvious disparities in dining preferences based on age. For instance, millennials enjoy sampling new foods and cuisines and prefer to eat out. This necessitates modifying menus and marketing strategies to cater to various age groups. If restaurants are to survive and thrive, they must adapt to these shifting demographics.

Staying abreast of the latest developments in the dynamic restaurant industry through ongoing market research and trend analysis is also essential for continued success.

#### **Technological:**

Similar to Red Robin, the restaurant business is strongly impacted by constant technological advancements. Staying up to speed with the most recent advancements, such as wireless networks, mobile apps, and online ordering, is necessary to remain competitive in a market that is changing quickly.

The possibility to save costs and save time is provided by the restaurant industry's adoption of contemporary technology[19]. For instance, wireless networks have transformed communication in restaurants by instantly establishing connections between customers and servers, resulting in a more effective and enjoyable dining experience. Artificial intelligence (AI) and smartphone checkout swiping are two emerging technologies that have the potential to further improve business productivity and customer satisfaction.

In conclusion, technology is a driving force in the restaurant sector rather than merely a tool. In an increasingly tech-driven world, Red Robin must continue to be flexible and proactive in embracing new advances to guarantee a smooth and effective dining experience.



#### **Environmental:**

Red Robin needs to be aware of the importance of supporting environmentally responsible and sustainable actions.

Climate change, defined as long-term changes to regional or global climatic patterns, can result in climate change, weather unpredictability, and more frequent and severe weather events such as storms, floods, and droughts. Environmental policies encourage eco-friendly practices such as energy saving and the use of renewable energy sources[20]. These strategies also address climate change, air and water pollution, and other issues. Restaurant waste, energy use, water consumption, and greenhouse gas emissions all have a detrimental influence on the environment. Environmentally friendly and sustainable efforts must be taken in this circumstance to safeguard the environment and secure a sustainable future.

Understanding these environmental dynamics and implementing sustainable practices will boost Red Robin's brand image and will also help the industry become more ecologically aware and responsible.

#### Legal:

For Red Robin, legal considerations are crucial. The restaurant business is significantly impacted by the environment of constantly changing labor rules, data protection laws, and health and safety standards.

- The Fair Labor Standards Act, or FLSA, is the legislative basis for the federal minimum wage and overtime compensation regulations. In order to ensure equitable compensation for its employees, Red Robin must ensure adherence. [21]
- Occupational Safety and Health Act (OSHA): OSHA specifies the safety and health requirements for workplaces. This translates for Red Robin into the assurance of secure working conditions and the wellbeing of its personnel. [22]
- U.S. Department of Labor Wage Order: This important rule controlling wage payment applies to tipped employees in the restaurant and hotel industries. Red Robin should contact the state's labor department for specific information.

These legal principles serve as the cornerstone of Red Robin's operations, protecting its operations and reputation while ensuring moral and legal behavior in a tightly regulated sector.

#### **Ethical:**

Ethics-related factors, in particular corporate social responsibility (CSR), are becoming more significant. Consumer surveys show a preference for participating in the community. Red Robin can improve its reputation by taking part in community initiatives and upholding moral standards.

• CSR contributes to sustainable development by delivering economic, social, and environmental benefits for all stakeholders. It's about operating ethically.



- A positive reputation attracts customers, employees, and investors and aids in risk management.
- Equal opportunity is vital for a fair society, ensuring everyone has the same chances, regardless of personal characteristics.

Red Robin can show its dedication by implementing a code of conduct, investing in its employees, supporting the neighborhood, being environmentally conscious, and promoting diversity and inclusion.

#### 3.2 SWOT Analysis

#### **Strengths:**

Red Robin's long-standing dedication to creating gourmet burgers from fresh, high-quality ingredients distinguishes it as a dining experience. Its setting and unwavering dedication have made it a welcoming destination, particularly for families. Red Robin's strengths extend beyond its history to include an innate ability to adapt and innovate. While the seasonal menu offerings showcase creativity and adaptability, they primarily emphasize the company's dedication to consistently delivering what customers desire.

In addition to its culinary prowess, Red Robin has maintained a robust financial track record. A revenue of \$298.6 million[24] for the second quarter of 2023 underscores the company's resilience and reliability in a highly competitive industry. These enduring strengths collectively position Red Robin as a brand of choice for those seeking an exceptional dining experience and gourmet burgers.

#### Weaknesses:

Red Robin faces significant weaknesses. Operating in a highly competitive environment within the casual dining industry, it contends not only with similar establishments but also with fast food and burger chains, demanding effective differentiation. Menu pricing is a concern, with Red Robin often having higher prices than some competitors, potentially deterring cost-conscious customers. The menu's focus on burgers and fries may not appeal to health-conscious eaters. Despite positioning itself as a "Gourmet" Burger destination with product customization, this aspect of its brand isn't widely recognized among the mass target market.

Online presence, especially on platforms like Twitter and YouTube, poses challenges as Red Robin struggles to gain followers. Its primary target market is families, potentially missing opportunities in the college student demographic, a growing group with substantial disposable income. Limited awareness of product customization options prevents customers from enjoying unique offerings. Nutritional concerns persist, discouraging health-conscious consumers. Physical locations in marketplaces and malls make finding a Red Robin restaurant challenging, coupled with long wait



times during peak hours. Marketing and branding issues, including negative publicity and questionable marketing tactics, add to the challenges of competing with more convenient and affordable fast-food options. Addressing these weaknesses is crucial for Red Robin to maintain and expand its market presence.

#### **Opportunities:**

Red Robin is poised for significant growth, capitalizing on key opportunities that align with the evolving restaurant landscape. Embracing the burgeoning healthy living trend tops the list, as the company can introduce a range of healthier dining options to cater to health-conscious consumers. This strategic shift in its menu not only aligns with evolving consumer preferences but positions Red Robin as a leader in the health-conscious dining market.

Enhancing the overall customer experience is another pivotal opportunity. Red Robin can stand out from competitors by investing in improved service, reduced wait times, and even the introduction of a drive-thru option. These customer-centric improvements can significantly enhance satisfaction and set the company on a path to long-term success.

Expanding into new markets and launching additional restaurants is a growth opportunity that can further solidify Red Robin's presence and accessibility. Meeting the demand for affordable yet high-quality dining is another substantial avenue, given the rising share of household spending on dining out.

In today's fast-paced world, convenience is paramount. Red Robin can leverage this trend by offering convenient to-go options, catering to the needs of busy consumers. This not only nurtures goodwill and customer loyalty but also bolsters the brand's reputation as a responsible corporate citizen. By focusing on these key opportunities, Red Robin is well-positioned to drive growth and thrive in the ever-evolving restaurant industry.

#### **Threats:**

Red Robin confronts an array of external threats that could potentially challenge its growth and profitability. The prevailing economic uncertainty casts a looming shadow, as downturns may prompt consumers to scale back their dining spending, adversely affecting Red Robin's business. Meanwhile, persistent health and safety concerns are discouraging dine-in customers, further straining the restaurant's prospects.

One of the most substantial threats arises from the intensified competition Red Robin faces. An onslaught of alternative dining options, ranging from new restaurants to food delivery services, could potentially divert customers away from Red Robin. This competitive landscape challenges the company to distinguish itself and uphold its market position.

In addition to these pressing concerns, the continued shift in consumer tastes towards healthier dining options could undercut Red Robin's traditional offerings, which are often high in calories and fat. Simultaneously, supply chain costs face upward pressure from rising gas prices, making



it increasingly challenging for Red Robin to sustain its profitability. Moreover, regulatory changes in the future may add to the operational complexities and cost burdens for the company. In the face of these multifaceted threats, Red Robin must remain vigilant and agile in its strategic responses to ensure sustained success and resilience in the ever-evolving restaurant industry.

#### **SWOT Summary:**

Red Robin, a stalwart in the restaurant industry, stands out with a rich history and dedication to gourmet dining, accompanied by financial stability. However, it grapples with high pricing, limited health-conscious offerings, and marketing hurdles. As opportunities emerge from the healthy living trend and customer experience enhancements, Red Robin faces threats from economic uncertainties, health concerns, intense competition, evolving consumer preferences, and escalating supply chain costs. To thrive, agility is paramount for Red Robin in managing this dynamic landscape.

#### 3.3 Target Markets

Red Robin has to focus on the new target market to perform well and stay to stay in the market. Those details are provided in the target customer market.

#### 4. Strategies Recommendations and Objectives

With the help of the information acquired through Situation and SWOT Analyses, we have been able to identify the problem statement, addressing which can help Red Robin recover from its descending business.

The first and foremost problem is that Red Robin has not adapted to the consumers' ever evolving tastes and preferences for healthy food choices. Our primary research survey indicates that 82% of the target market loves burgers but are also calorie conscious. Hence, they tend to avoid having burgers due do its sheer unhealthy nature.

Secondly, Red Robin's cozy lounge family-friendly atmosphere that the baby-boomers or their predecessors relate to and enjoy is failing to attract young adults. The segment of customers involving the age group of 18-24 are mostly interested in quick bites and on-the-go orders. Red Robin's existing dine-in is not as enjoyable for this generation as it is for baby-boomers. In fact, 35% of the respondents of the survey have chosen drive-thru as their most preferred service.

Lastly, the existing Red Robin branch locations, mostly in Malls and Marketplaces, are not as convenient as they were to consumer before. This might be mainly due to the shift in market trends from in-store shopping to online shopping. As customers today choose to shop online, the need to visit Malls and Marketplaces has reduced drastically, leaving Red Robin with fewer customers



daily. The survey results indicate that 17% of the respondents prefer to see Red Robin as a standalone food outlet in and around downtown or city centers and college campuses.

#### 4.1 Strategies Recommendations

Analyzing the target segment and their preferences through our research survey, we have devised a suitable Marketing Strategy for Red Robin which when implemented can primarily resolve the above-mentioned problems. Our recommendations are as follows –

#### 1. "FitBite" - Create a new range of healthy burgers:

Based on the sales of the existing gourmet burgers, we recommend Red Robin to choose the top 10 most popular burgers and formulate a healthier version of the same. The new healthy burgers should be packed with calories ranging between Cal 500 - 800 while not compromising on the taste and quality.

These burgers are to be carefully crafted to cater to the evolving tastes and preferences of the target segment.

#### 2. Enhance Customer Experience:

The current dining experience the Red Robin offers is no more an attraction among the target segment and hence new services such as Drive-thru should be implemented to accommodate today's "grab-and-go" culture. On the other hand, including in-restaurant live performances and games will boost the diner's atmosphere and help in promoting customer engagement.

#### 3. Strategic Branch Locations:

With the changing shopping trends from in-store shopping to online shopping, the existing Red Robin locations in the Malls and Marketplaces are suffering with customer showing. Thus, strategically positioning the branches in and around more densely populated areas like downtowns and Central Business Districts will help boost customer footprint in turn increasing business.

#### 4.2 Marketing objectives

For the above-mentioned marketing strategy, we have identified the following four objectives that will help Red Robin in analyzing and assessing the success of the strategy and take corrective measures, if required.

#### 1. Healthier Food Options

• Number of healthy burger options – An increase in the number of healthy burger options under the "FitBite" menu will serve as the fundamental metric of success.



• The intent of FitBite is to provide variety for health-conscious customers. Hence, a calorie count check will also serve as a primary metric which ensures that the new healthy burgers' calorie count fall within the Cal 500 – 800 range.

#### 2. Demographics

• An increase in the number of young adults showing up at the Red Robin will be a good measurement as a successful implementation of our strategy should result in an evident shift in customer demographics, that is, from 54+ years of age to 12-24 and 25-34 years of age.

#### 3. Sales

- Increasing sales of the new range of healthy burgers will serve as a testament to the success of our strategy as it shows that the customers are indeed liking and enjoying the FitBite menu.
- An overall increase in sales is a positive sign and hence indicates the extent of success of the strategy.

#### 4. Brand Awareness

- Increase in the number of followers of Red Robin's official social media pages and an increase in social media engagement from the current 1.23% to more than 15% in the first quarter after the menu launch will be a good indicator of success.
- Increased website traffic under all three categories global, country and category will indicate the target segment's interest in the menu.
- Increase in the number of official application installations and active users will also indicate the success.

#### 5. Value Proposition

Red Robin Gourmet burger and brews currently provides the casual dine-in experience with wide range of high calorific gourmet burgers. The target segment, the young audults are looking for heathy low-calorie burgers.

To adapt this change in consumer preference RR will provide utterly delicious ow calorific, healthy gourmet burgers options that will make health-conscious target customer feel happy and in control of thier health and diet while they enjoy the meal without having to be feel guilty or worried about consuming high calorie unhealthy burger.

Among <u>health-conscious young adults</u>, <u>Red Robin</u> is the <u>chain of healthy gourmet burgers</u> that makes you <u>feel healthy and in control of your diet</u> because it provides a large variety of <u>low-calorific burgers</u> without compromising on taste.



#### 6. Big Idea

For Red Robin, the plan is to introduce new range of healthy burger options which are low calorific and delecious under Fitbite menu. This will help RR to adapt to the changing customer prefrences.

#### 7. Target Customer Segment

Red Robin's new target customer segment is young adults. Red Robin's inability to adapt to the change in consumer taste has resulted in the company's poor performance. Red Robin has tried many things in the past to attract the young crowd but has failed to understand the target consumer's taste.

With this change in customer, Red Robin has the opportunity to cater to the needs of the new target market segment which are mostly young adults looking for healthy food options. The identified customer market is aged between 18- 24 and 25-34, who are mostly students or who have just started to work. The average income of this segment is between \$ 0K to \$19K. The young adult crowd follows various diets and is mostly health conscious. Red Robin must provide less calorific healthy burger options at affordable rates to this target market segment which is utterly satisfying and same time they feel in control of their health and diet.

#### 8. Marketing Mix

With the help of the research survey of targetet segments, a Marketing Mix has been created in the form of 4 Ps as follows:-

#### 1. Product:

- To cater to health-conscious customers, a new line of healthy burger options, '<u>Fitbite Burgers</u>' will be designed. These burgers would be the healthier versions of the existing burgers at Red Robin.
- The calorie count of burgers in the *Fitbite Burgers* category would lie between 500-800 and we came to this range through our survey research as 60% of customers preferred this range of calorie count.
- Since, we do not want to lose the taste and flavors of the existing burgers at Red Robin, the *Fitbite Burgers* would be intricately created to match the taste of the former.
- *Fitbite Burgers* would have toothpick flags with the Burger Name and the Calorie count. Similarly, the packaging of the healthy burgers would have sitckers displaying their calorie count.

#### 2. Price:

• According to our research, 64% people want to have same prices and 24% want to have higher prices compared to the existing options. Hence, considering this research and the



current business profitability, keeping Fitbite burgers' price just 75 cents higher than the existing burgers seems fitting.

• The price of a Fitbite burger would be in the range of \$13.75 to \$17.75.

#### 3. Place:

- Distribution Channels: *Fitbite Burgers* would be available at standalone branches as our research suggested that 28% of target customer segment preferred the standalone branches. The branches where *Fitbite Burgers* would be available would be strategically located in densely populated areas, especially downtown areas, Central Business Districts (CBDs), and campus towns.
- Keeping convenience and flexibility for customers in mind, *Fitbite Burgers* could be ordered through both Drive-thrus and Dine-in setting. Furthermore, according to the research 35%, which is the highest in this category, responded to Drive-thrus being the preferred place to have *Fitbite Burgers*.

#### 4. Promotions:

- According to our research survey of target segment, the preffered medium for receiving promotional info is 83%. Hence, engaging customers through various social media platforms by providing interactive and visually appealing promotional content which showcases health benefits along with delicious taste of the *Fitbite Burgers* seems fitting.
- The research also interpreted that 54% of target customers would prefer the promotional information via the official website and company's apps. By offering Loyalty program benefits and rewards on the official website and apps, customer retention would be promoted, and app and website usage would enhance.
- Run marketing campains and events specially for the target segment in campus towns and gyms as we are targetting health-conscious and fitness-oriented customers, to emphasize that Fitbite Burgers have both low-calories and amazing taste.

Through our promotions on Social Media Platforms and official websites and apps, we would make the target segment aware of *Fitbite Burgers*. All of this would involve videos, infographics, and testimonials. We would analyze our reach on social media posts and web-traffic and app installations to get insight on engagement and conversion rates.

By offering incentives like Loyalty program benefits and rewards to our customers would enhance customer retention. We can analyze the number of sign ups on the official website and apps to track this number.

This comprehensive marketing mix for Red Robin takes cares of product's health benefits, a good competetive pricing, locations which are convenient for customers, and promotional strategies to not only attract but also retain customers.



#### 9. Financial Projections

The financial planning and projections of *Fitbite Burgers* would look something like as follows:

- Market Size: The healthy burger market is set for substantial growth, with a projected increase from US\$ 4,164.44 million in 2023 to exceeding US\$ 8,460.93 million by 2033 [12]. As consumers are becoming more health-conscious and are shifting away from high-calorie unhealthy burger, to healthy and nutritional burger options.
- <u>Projected Sales</u>: After launching the Fitbite Burgers during Christmas, we predict that approx. 50-60k Fitbite Burgers would be sold in the first quarter (last week of Dec'23 to last week of Marck'24) after its launch. We aim to have a 15% growth after that, attributing to the positive word-of-mouth and the Loyalty program.
- Revenue Projection: The average Fitbite burger price would be \$15.75, and since, we aim to have 50-60k Fitbite Burgers in the 1<sup>st</sup> quarter with a 15% increase subsequently.

Hence, an ideal revenue projection for Fitbite Burgers segment alone would atleast be approx \$4.3 million.

#### 10. Implementation

The implementation plan for introducing a healthy burgers at Red Robin, set to begin on September 21, follows a well-structured timeline. The initiation phase, taking place from late September to September 27, includes essential steps like comprehensive company research, problem identification, market analysis, and the formulation of a strategic recommendation. It also encompasses brand laddering and the creation of a positioning statement.

Moving into the plan and devise phase from September 28 through to November 7, various crucial activities will take place. These includes target market surveys, then menu design led by the Product Development Department, will involve collaboration with chefs and culinary experts. Pricing strategies will be determined by the Finance Department, while decisions regarding Service (drive-thru, in-restaurant) and Locations are to be managed by the Operations and Strategy Team. Simultaneously, the Supply Chain Department is tasked with planning Operations and Logistics. Marketing strategies, promotional planning, and budgeting are the responsibility of the Marketing and Finance Departments.

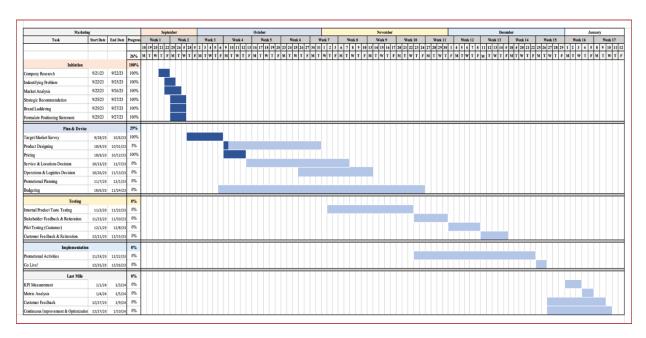
Testing will become a pivotal focus during the next stages. The Internal Product Taste Testing is managed by the Quality Assurance Team, while Stakeholder Feedback and Reiteration activities involve cross-functional teams with input from Marketing, Operations, and Product Development. Pilot Testing with customers is coordinated by the Market Research and Operations Teams. Subsequently, Customer Feedback and Refinement efforts are a joint responsibility of the Customer Support, Product Development, and Marketing Departments.



The Implementation phase, strategically set for late December, is led by the Marketing Team, with the responsibility of managing Promotional Activities and the official launch of the healthy burger concept on Christmas, December 25.

The Last Mile of the plan will cover KPI measurement led by the Data Analytics Team, while Metric Analysis will be conducted by a collaboration between the Data Analytics and Strategy Teams. Ongoing Consumer Feedback Collection is the responsibility of the Customer Support and Market Research Departments. Continuous Improvement and Optimization will involve crossfunctional teams and will be coordinated by the Strategy Department. This comprehensive plan, with clearly defined responsibilities, is designed to be adaptable and flexible to address unforeseen challenges and enhance the success of the healthy burger concept at Red Robin.

#### **Timeline – Gantt Chart**



#### 11. Evaluation and Control

Evaluation and control are essential elements for company built strategy's management and improvement. Red Robin made new brand laddering & positioning which is among health-conscious young adults, Red Robin is the chain of healthy gourmet burgers that makes you feel healthy and in control of your diet because it provides a large variety of low-calorific burgers without compromising on taste, and in order to achieve their goal, Red Robin suggested Big Idea which is that For Red Robin Gourmet Burgers and Brews, we will be introducing a fresh wave of healthy burger options, meticulously crafted to cater to the evolving tastes and preferences of



younger adults, while reaffirming our commitment to providing utterly satisfying gourmet experiences. In order to evaluate and control strategy Red Robin make, it should be often examined as follows;

#### 1. Increase Healthy Gourmet Burger options

KPIs and Results to Track

: Red Robin expected 10 healthy versions of the existing gourmet burgers for the first launch and will analyze sales of burgers monthly and quarterly. Additionally, RR will conduct survey, which is a customer satisfaction survey, to take the customer's voice about new products.

• Mitigation / Control : Through analyzing the aggregated data, RR can get the sales of the next set of most sold existing gourmet burgers and pick from those to make up for the remaining count to healthify and add to the FitBite Menu.

#### 2. Reduce Calorie Count for Healthy Burgers

- KPIs and Results to Track
   New burger's calorie would be within 500~1,000 depending on the existing version of burger.
- Mitigation / Control RR will continuously rework their burgers in order to improve quality them with ingredients and cooking methodologies to further bring down the calorie count.

#### 3. Crowd Check

- KPIs and Results to Track
  - RR would expect to see relatively more young adults fall in the age bracket of 18~35 years. However, burger's preference would be different based on consumer's age. This is due to the fact that younger group prefer A burger, but old group would like B Burger. Additionally, women group might want C Burger, however; men group love D burger.
- Mitigation / Control
   It will reanalyze and assess the latest trends and the reasons for no show of young adults.

#### 4. Increase Sales

KPIs and Results to Track

RR's goal is to sell more 200 burgers per branch per day. In 2021, Red Robin had total revenue of \$1.1 billion. This means that the average Red Robin restaurant generated about \$2.7 million in revenue that year. Assuming that burgers account for about half of Red Robin's sales, this means that the average Red Robin restaurant sells about \$1.35 million in burgers per year. Dividing this number by 365 days per year gives us an



estimated daily burger sales figure of \$3,699 per restaurant. It shows burgers was sold approximately 300 burgers per branch. Thus, sell>200 might be an aggressive KPI, but RR can change and improve through achieving challenge goals.

Mitigation / Control
 RR will boost promotions such as discount coupon, free beverage, etc., and offer loyalty rewards for healthy burger orders

#### 5. Customer Retention Rate

- KPIs and Results to Track
   Creating loyal customer is the very important for any business. Thus, RR expected to see a minimum of 15% increase in the number of customers enrolling to the loyalty program ensures customer base growth / retention.
- Mitigation / Control
   RR will enforce loyalty rewards to using customers and people buying new burgers will be able to get more benefits.



[Appendix #1]

#### References

- [1] *IFIC* (2022). 2022 Food and Health Survey. *IFIC*. <a href="https://foodinsight.org/wp-content/uploads/2022/06/IFIC-2022-Food-and-Health-Survey-Report-May-2022.pdf">https://foodinsight.org/wp-content/uploads/2022/06/IFIC-2022-Food-and-Health-Survey-Report-May-2022.pdf</a>
- [2] Ryan McCarthy (2022). On the cutting edge of burger innovation. Food Business News. <a href="https://www.foodbusinessnews.net/articles/21147-on-the-cutting-edge-of-burger-innovation">https://www.foodbusinessnews.net/articles/21147-on-the-cutting-edge-of-burger-innovation</a>
- [3] Hira Latif (2021). Why are burgers Unhealthy?. *Marham*. https://www.marham.pk/healthblog/why-are-burgers-unhealthy/
- [4] Paul Barron (2023). Red Robin Faces a New Foe The Next Gen Consumer. *Savor. Fm.* https://www.savor.fm/p/red-robin-faces-a-new-foe-the-next
- [5] Suzanne Blake (2023). Red Robin plans comeback after closing more than 10 restaurants as CEO says it's about bringing back the brand. *The U.S. Sun.* <a href="https://www.the-sun.com/money/8761711/red-robin-restaurant-changes-new-menu/">https://www.the-sun.com/money/8761711/red-robin-restaurant-changes-new-menu/</a>
- [6] Unknown (2022). The 5Cs Marketing Framework in Depth with Tesla Example. *Strategy Kiln*. <a href="https://www.strategykiln.com/post/the-5cs-in-marketing-strategy">https://www.strategykiln.com/post/the-5cs-in-marketing-strategy</a>
- [7] Red Robin (2016), Red Robin Gourmet burgers and brews releases first-ever burger-inspired beer in collaboration with new belgium brewing. *Red Robin*.

  <a href="https://ir.redrobin.com/news-events/press-releases/detail/150/red-robin-gourmet-burgers-and-brews-releases-first-ever">https://ir.redrobin.com/news-events/press-releases/detail/150/red-robin-gourmet-burgers-and-brews-releases-first-ever</a>
- [8] Christa Emmer (2020), Red Robin Is Adding Something New to the Menu: Pizza. *OCN (Our Community Now)*. <a href="https://ourcommunitynow.com/food-and-drink/red-robin-is-adding-something-new-to-the-menu-pizza">https://ourcommunitynow.com/food-and-drink/red-robin-is-adding-something-new-to-the-menu-pizza</a>
- [9] Red Robin (2022), Supporting our communities:. Red Robin. https://ir.redrobin.com/esg/social
- [10] Kamaron McNair (2023). Here's how much money it takes to be considered middle class in 20 major U.S. cities. *CNBC*. <a href="https://www.cnbc.com/2023/01/02/middle-class-income-in-major-us-cities.html#:~:text=Pew%20defines%20%22middle%20class%22%20as,technically%20in%20the%20middle%20class.">https://www.cnbc.com/2023/01/02/middle-class-income-in-major-us-cities.html#:~:text=Pew%20defines%20%22middle%20class%22%20as,technically%20in%20the%20middle%20class.</a>
- [11] Danae King (2023). Yelp ranked the top 100 burgers in America. Which Columbus restaurants made the cut?. *Dispatch*. <a href="https://www.dispatch.com/story/lifestyle/food/2023/06/04/two-columbus-restaurants-made-it-on-yelps-best-burgers-list/70286136007/">https://www.dispatch.com/story/lifestyle/food/2023/06/04/two-columbus-restaurants-made-it-on-yelps-best-burgers-list/70286136007/</a>



[12] FMI (2022), Veggie burger market by product type, source, Distribution channel & region. *FMI (Future Market Insights)* <a href="https://www.futuremarketinsights.com/reports/veggie-burger-market">https://www.futuremarketinsights.com/reports/veggie-burger-market</a>

### [13] **2023** National Restaurant Association Restaurant Law Center State of the Industry Report

 $\underline{https://restaurantlawcenter.org/wp\text{-}content/uploads/2023/04/RLC\text{-}NRA\text{-}Comments\text{-}to\text{-}FTC\text{-}4\text{-}10\text{-}2023.pdf}$ 

#### [14] RED ROBIN - RESTAURANT INSPECTION REPORT

https://data.news-leader.com/restaurant-inspections/red-robin/spr-h032006y09611/

- [15] Tax Guide *for* Restaurant Owners https://www.cdtfa.ca.gov/industry/restaurant.htm#Topics
- [16] US consumer spending hits speed bump; inflation picture mixed <a href="https://www.reuters.com/markets/us/us-consumer-spending-edges-up-may-inflation-still-high-2023-06-30/">https://www.reuters.com/markets/us/us-consumer-spending-edges-up-may-inflation-still-high-2023-06-30/</a>
- [17] Whats-Hot-Culinary-Trends-2023 https://go.restaurant.org/rs/078-ZLA-461/images/Whats-Hot-Culinary-Trends-2023.pdf
- [18]IFIC-2023-Food-Health-Report <a href="https://foodinsight.org/wp-content/uploads/2023/05/IFIC-2023-Food-Health-Report.pdf">https://foodinsight.org/wp-content/uploads/2023/05/IFIC-2023-Food-Health-Report.pdf</a>
- [19] How Technology Is Changing The Restaurant Business- Robin Gagnon <a href="https://www.forbes.com/sites/forbesbusinesscouncil/2022/09/02/how-technology-is-changing-the-restaurant-business/?sh=2ea2a3f4659a">https://www.forbes.com/sites/forbesbusinesscouncil/2022/09/02/how-technology-is-changing-the-restaurant-business/?sh=2ea2a3f4659a</a>
- [20] United Nations-Secretary General's Summary and Statement
  <a href="https://www.un.org/en/food-systems-summit/news/making-food-systems-work-people-planet-and-prosperity">https://www.un.org/en/food-systems-summit/news/making-food-systems-work-people-planet-and-prosperity</a>
- [21] Wages and the Fair Labor Standards Act <u>Wages and the Fair Labor Standards Act | U.S.</u> <u>Department of Labor (dol.gov)</u>

#### [22] OSHA Occupational Safety and Health Administration

- [23] THE NECESSITY OF CORPORATE SOCIAL RESPONSIBILITY FOR ORGANIZATIONAL GROWTH THE NECESSITY OF CORPORATE SOCIAL RESPONSIBILITY FOR ORGANIZATIONAL GR... (iproject.com.ng)
- [24] RED ROBIN GOURMET BURGERS, INC. REPORTS RESULTS FOR THE FISCAL SECOND QUARTER ENDED JULY 9, 2023





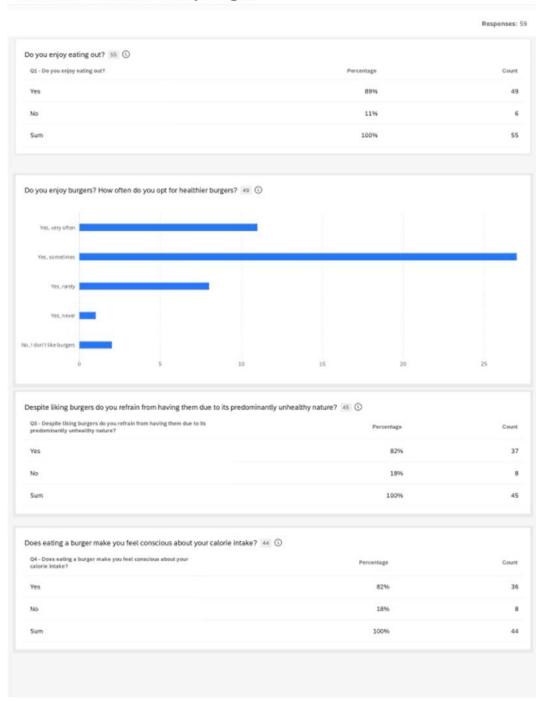
https://ir.redrobin.com/NEWS-EVENTS/PRESS-RELEASES/DETAIL/665/RED-ROBINGOURMET-BURGERS-INC-REPORTS-RESULTS-FOR-THE



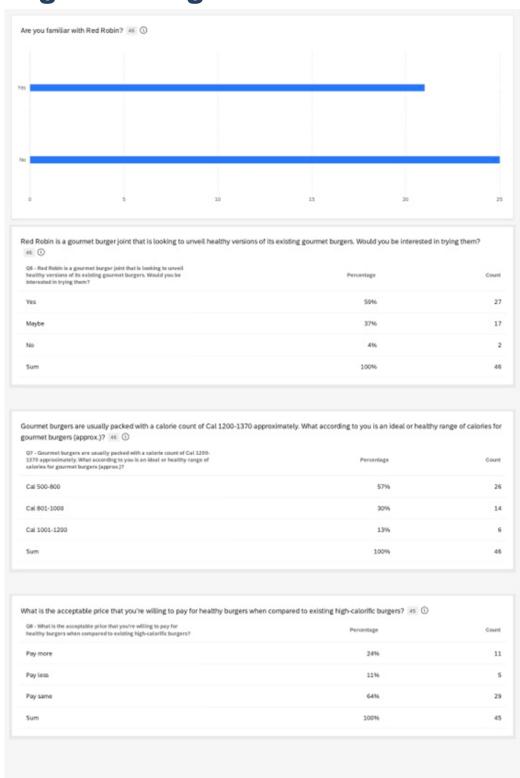


[Appendix #2]

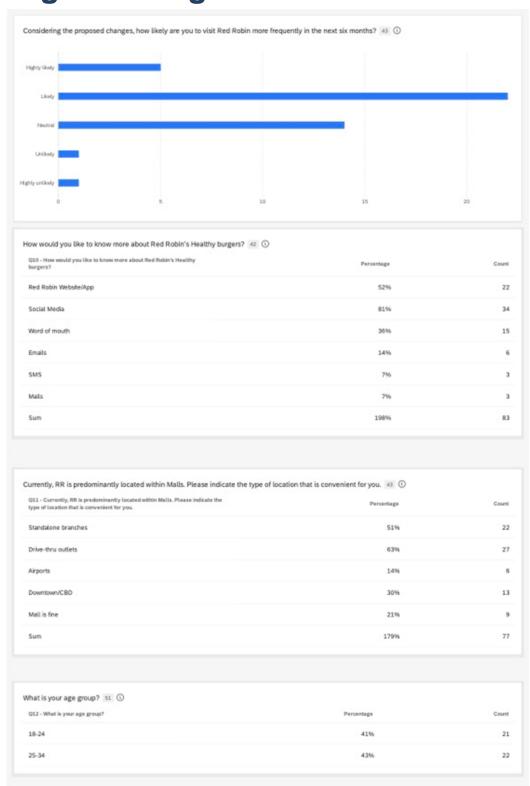
#### Red Robin Consumer Survey / Page 1



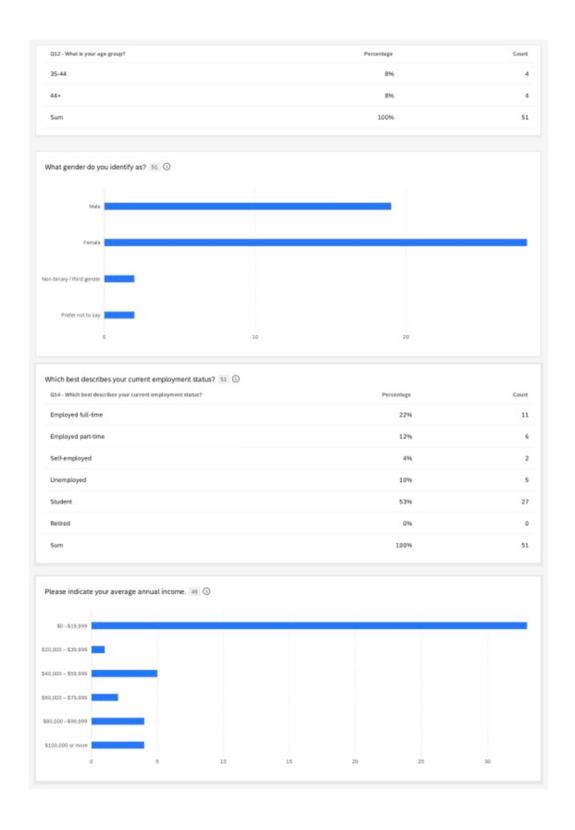
### ][



### 丌













## Marketing Strategy

or

# Red Robin Gourmet Burgers and Brews

Marketing Management (BADM 520 Fall 2023)

#### **Group 5:**

Abhignya Jagannath (aj45), Aishwarya Chourasia (ac129),

Hiren Mahyavanshi (hm35), Latha B R (lathab2), Parv Rustagi (parvr2), Semin Park (seminp2)

October 11, 2023

### Proposal Summary

Red Robin, a gourmet burger restaurant, is struggling to adapt to the changing consumer preferences that is, healthier food choices.



### 5C Framework





### Compan



- Casual-dining restaurants
- Gourmet burgers and brews at the same place
- Malls and Marketplace
- Burger bar catering business
- Publicly-traded and largely franchised
- Elaborate Menu

#### Custome



- 24-54 years 66.31% 54+ years - 20.88%
- Trying to bring in hip adult crowd – 18-24 years
- Seeking a laid-back dining experience with family.
- Mostly located in East and West coast.
- Middle class and upper-class working people with an income ranging between \$70k \$180k
- Gourmet Burger enthusiasts

#### Competitors



#### Current Competitors -

#### Applebee's Grill + Bar

- Strength: Varied menu with a broad selection of American casual dishes
- Weakness: Challenges in standing out among similar casual dining chains.
- **Strategy**: Revamp menu, promotions, and overall dining experience to appeal to a younger crowd.
- Market Cap: Approximately \$753.927M

#### Chili's Grill & Bar

- Strength: Loyalty program and promotional offers.
- Weakness: Menu pricing may be a concern for some consumers
- Strategy: Rebranding and renovating its locations, introducing new menu items, and expanding its takeout and delivery options.
- Market Cap: \$1.32B

#### Potential Competitor -

#### Bareburger:

- Strength: Offers a menu featuring a variety of burger options, including organic, grass-fed, and plant-based patties.
- Weakness: higher price point compared to some traditional burger chains
- Strategy: Aims to cater to consumers who want a healthier burger experience without sacrificing taste.
- Market Cap: NA

#### **Collaborators**



- Partners with food companies like New Belgium Brewing and Donatos.
- Partners with food delivery platforms -Uber Eats, DoorDash and Grubhub.
- Supply chain partners such as Wolverine Packing Co., and Coca-Cola.
- Involved in charitable donations, partnerships with local organizations such as Denver Kids Inc., and participation in community events.

### 5th C - Context / PESTEL(E) Analysis



















- Governme nt Policies
- Taxation difference
- Consumer disposable income
- Inflation and Pricing
- Dietary and Lifestyle Trends
- Consumer Preferences
- Demographics Age
- Automatio n and AI
- Employee Training
- Climate change
- Environmen tal Policies
- Sustainabilit y
- Health and Safety
- Regulations
- Labor Laws –
  min.
  wages, child
  labor

- CSR
- Reputation
- Equal Opportunities

P

Political

Economical

E

S

Social

 ${
m T}$ 

Technological

Environmental

E

L

Legal

E

Ethical

### SWOT Analysis





**Takeaway** – Red Robin, known for its extensive selection of gourmet burgers, has faced challenges in its marketing approach and adapting to consumers' changing preferences, i.e., healthy and plant-based options. These issues have led to significant turnover losses and a decline in its customer base making it more vulnerable to below mentioned threats.

### STRENGTHS

#### - Gourmet Burgers

- : Signature gourmet burgers and much more
- Dining Experience
- : Cozy lounge atmosphere, good service
- Creativity & Adaptability
- : Seasonal unique menu aligned with consumer preference

### WEAKNESSES

#### - Unhealthy Food

- : Extremely high calorific food
- Limited Locations
  - : Marketplaces and Malls
- Long Wait Times
- : Approx. 20mins before getting a table & 20mins after placing an order.
- Marketing & Branding
- : Negative publicity, marketing tactics backfired, competing with fast-food joints

### OPPORTUNITIE |

### - Changing Coasumer Taste

- : Update menu to include healthier options – adapt to changing consumer preferences
- Customer Experience Enhancement
- : Service, reduce wait time, drive-thru
- Promote Healthy Menu
- : promoting new healthier options via varied marketing platforms
- Standalone Branches

: New standalone branches at various locations

### HREATS

- Intense competition
- : Pressure & competition among casual dining competitors
- Demand Reduction
- : Changes in consumer behavior impacting casual dining visits
- Rising cost
- : clean ingredients/food items and labor costs impact the company's profits

### Strategic Recommendations





1 ) New Low-Calorific Options

- Cater to today's customer taste and preferences
- Focus on healthier options [1]
- Keep promoting signature menu concise

2 ) Enhance Customer Experience

- Implement Drive-thru to improve service time
- Improve in-restaurant experience live performances, games, etc.
- Order ahead-in-time for Dine-in reduce wait time
- Involve Technology automated systems, AI, IoT

**Branch Locations** 

- Strategic placement of branches [2]
  - ➤ Not only at malls/marketplaces
  - Closer to target segment for example, IT hubs, campus-towns :

#### [Drawbacks]

- (1) Chances of target segment not liking the newly introduced items might be the taste, the ingredients, or constantly changing trend.
- 2 Increase in expenses clean ingredients, new recipes, promotions, operations, infrastructure, technology, etc.

### Marketing Objectives





### Healthier Food Items

- Number/variety of healthy food options at least 10 new
- New entries having a reduced calorie count by at least 25% of existing signature versions

### Demographics

Number of young adults age ranging between
 18-24 years turning up

### Sales

- Increase in sales of newly introduced healthy food items
  - Increase in total sales at each branch

#### **Brand Awareness**

- Increase in social media engagement from 1.23% to >15% in next quarter
- Increase in Instagram followers from 227k to ~400k for Q1
  - Website traffic Global, Country, Category
  - Number of app installations and active users

### Brand Laddering & Positioning Statement



Among <u>health-conscious young adults</u>,

<u>Red Robin</u> is the <u>chain of healthy gourmet</u>

<u>burgers</u> that makes you <u>feel healthy and in</u>

<u>control of your diet</u> because it provides a

large variety of <u>low-calorific burgers</u>

<u>without compromising on taste.</u>

#### Functional Benefits

- Variety options for health-conscious customers
- Gives a social
- Feel lively

**Emotional** 

of diet

Feel healthy

and in control

Benefits

#### **Attributes**

- Low calorific
- Hip crowd







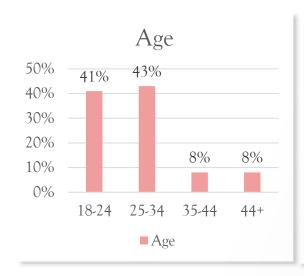
### BIG IDEA

For Red Robin Gourmet Burgers and Brews, we will be introducing a fresh wave of *healthy burger options*, meticulously crafted to *cater to the evolving tastes and preferences of younger adults*, while reaffirming our commitment to providing utterly satisfying gourmet experiences.

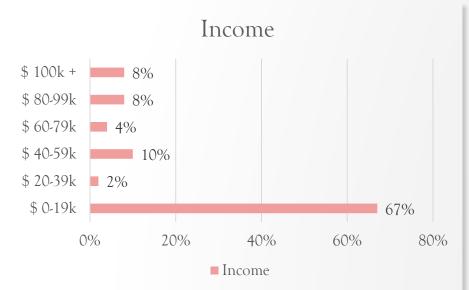
### Target Market Segment











#### Demographic

- Age: 18-24, 25-34 years
- Employment status: **Students**, New working professionals
- Gender: Both men and women

#### Psychographic

- Young adults who are **health and calorie conscious** but also love to have burgers
- People who like to have quick grabs to fit in their busy schedules

#### Income

• Less than \$20,000 p.a.

### Market Mix





- "FitBite" burgers new healthy gourmet burgers to provide variety for healthconscious customers
- •Low calorie count ranging between Cal 500-800
- •Taste new burgers should be on par with the taste of the existing gourmet burgers
- •Packaging stickers and toothpick tags with burger name and its calorie count

#### Product



Price



- Standalone branches
- Drive-thru availability
- Dine-in availability
- Located at densely populated areas
- Downtown / CBD
- Campus towns

Place



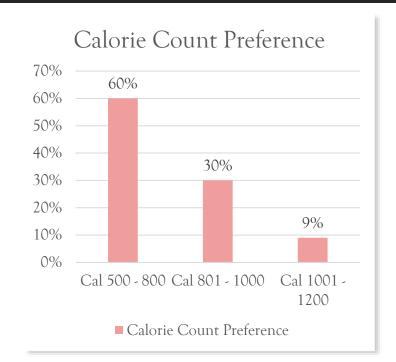
- Priced \$0.75 higher than the existing gourmet burgers
- 64% want to pay the same
- 24% are ok to pay more



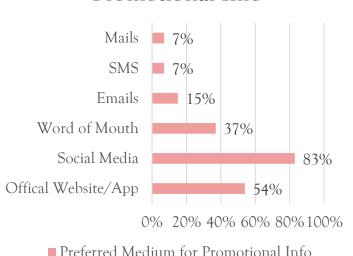
- Social Media -
- Increased customer engagement with interactive promotion content.
- Loyalty benefits on Official website and application - promote new products and encourage app and website usage via incentives

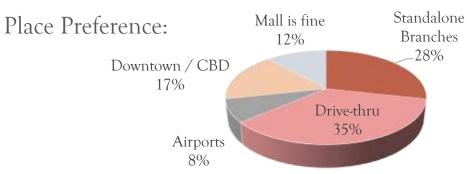
Promoti











### Market Mix Drawbacks





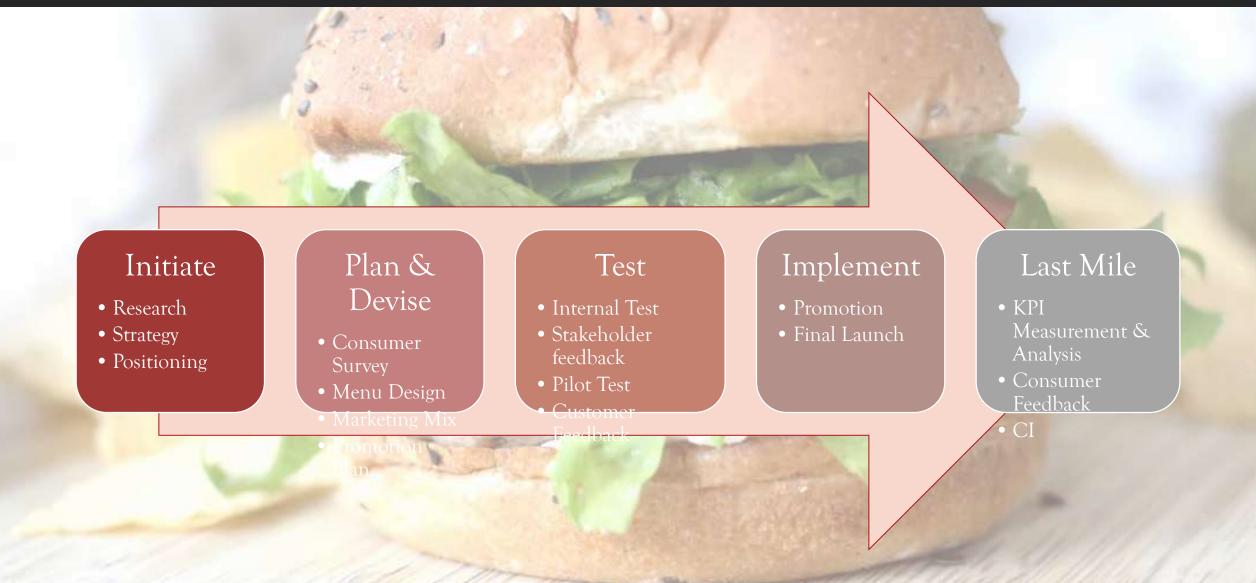
The profit or turnover will not be significant as the ROI will be impacted when healthier burgers are sold at a nominal profit margin.

Chances of slight change in the taste of the burgers - consumers might not opt for the healthy burgers as expected.

### Implementation



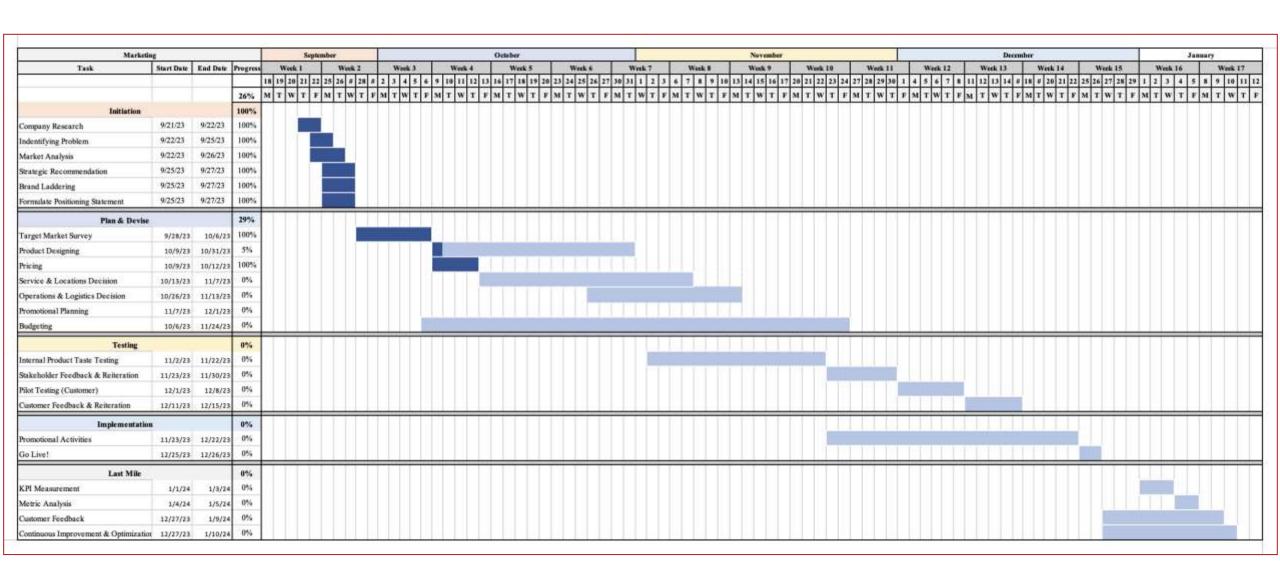




### Timeline - Gantt Chart







### Evaluation & Control





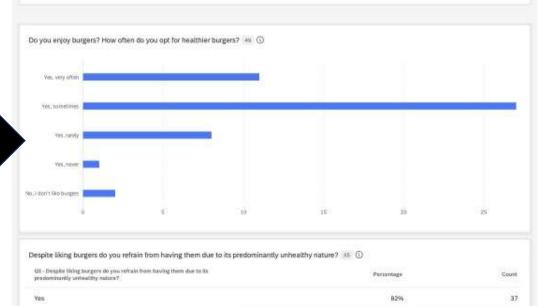
Marketing Plan Objective	KPIs and Results to Track	Mitigation/Control
Increase Healthy Gourmet Burger Options	Expected 10 healthy versions of the existing gourmet burgers for the first launch.	Reanalyze the sales of the next set of most sold existing gourmet burgers and pick from those to make up for the remaining count to healthify and add to the FitBite menu.
Reduce Calorie Count for Healthy Burgers	Expected to be within Cal 500 – 1000 depending on the existing version of the burger	Rework on the ingredients and cooking methodologies to further bring down the calorie count.
Crowd Check	Expected to see relatively more young adults who fall in the age bracket of 18-35 years	Reanalyze and assess the latest trends and the reasons for no show of young adults.
Increase Sales	Expected to sell >200 healthy burgers per branch per day	Boost promotions, offer loyalty rewards for healthy burger orders.
Customer Retention Rate	Expected to see a minimum of 15% increase in the number of customers enrolling to the loyalty program - ensures customer base growth /	Incentivize for orders placed using loyalty rewards

#### Red Robin Consumer Survey / Page 1

Responses: 59

45

# Appendix 1.0 Primary Market Research Results





1896

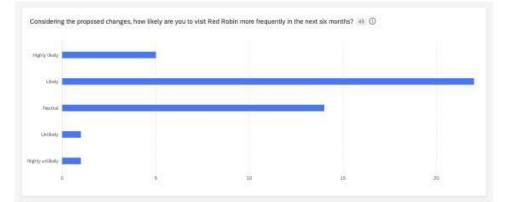


Red Robin is a gournet burger joint that is looking to urwell healthy versions of 46. ①	of its existing gournet burgers. Would you be interested	in trying them?
Q6 - Red Robin is a goarmen hargon juint that is looking to convol healthy versions of its existing governer hargers. Would you be brian saled in trying them?	Percentage	Court
Yes	5946	27
Maybe	37%	17
No	4%	2
Sum	100%	46

ourmet burgers are usually packed with a calorie count of Cal 1200-1370 approxin nurmet burgers (approx.)? ••• ①	nasety, what according to you is an ideal or nealthy	range or calones in
Q7 - Geormet borgers are usually pecked with a calorie court of Cal 1230- 1370 approximately. What according to year to an ideal or flexitity range of calories for goainest burgers (approx.)?	Percentage	Cou
cal 500-800	57%	2
Cal 802-1000	30%	1
Cal 1001-1200	13%	
Sum	100%	154

GE - What is the acceptable price that you're willing to pay for healthy bargers when companed to exiding high caloriffs burgers?	Percentage	Cau
Pay more	24%	81
Pay less	11%	
Paysame	64%	. 2
Sum	100%	514

# Appendix 1.1 Primary Market Research Results

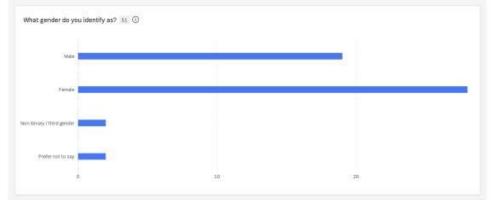


Percentage	Count
52%	22
81%	34
36%	15
14%	6
796	3
7%	3
198%	83
	52% 81% 36% 34% 7% 7%

23.1 - Connectily, RM is predominantly located within Malle, Please indicate the ype of location that is convented for you.	Percentage	Cour
Standatone branches	51%	. 2
Drive-thru outlets	63%	
kirports	14%	
Downtown/CBD	30%	3
Mall is fine	21%	
sum	179%	

hat is your age group? 11. ③		
21.2 - What is your age group?	Percentage	Coun
18-24	41%	2:
25-34	4366	22





Which best describes your current employment status? 👊 🛈		
Q3.4 - Which best describes your current employment status?	Percenage	Double
Employed full-time	22%	11
Employed part-time	12%	6
Self-employed	4%	2
Unemployed	10%	5
Student	53%	27
Retired	0%	0
Sum	100%	51

