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# Consumer Research Marketing Plan – IHOP

Prepared for course: Consumer Behavior MSB338



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## About Company

**IHOP** acronym for International House of Pancakes is an American Multinational company founded on July 7, 1958. It specializes in making delicious pancakes. The company is currently expanding in a number of locations, with 1841 restaurants in the Americas and the Middle East. IHOP's menu is famous for their breakfast items, serving pancakes, waffles, French toast, and omelets. Additionally, the company has some IHOP restaurants that work 24/7. However, the minimum operating hours are 7: 00 a.m to 10:00 p.m. For the purpose of this group project, we will be analyzing marketing opportunities for their company.

## Company's Current Situation

IHOP's parent company Dine Brands Global performed greatly in the fiscal year of 2019 with net income of approximately 104 million dollars. Compared to the year of 2018 there was an increase by 29.9% which is quite huge in any standards. Peaking before the coronavirus outbreak with a Global market cap of \$1.55 billion, it currently stands at \$597 million. Company stock was consistently getting a "buy" consensus rating from Wall Street analysts implying stability of the company.

Dine Brands Global has several competitors such as Brinker International, Inc. and Denny's Corporation. Casual restaurant industry is said to be a fierce one and companies in such a market have to be innovative and flexible. Five-year growth plan announced in 2018 clearly shows companies strive to make progress and innovate, however, some ingenious marketing moves have to be made in order to stay relevant.

## Possible Marketing Challenges and Problems

1. The customer may not be aware of the value the brand offers over other pancake mixes in the market If the marketing strategy is not well delivered enough.
2. Also, the similarity of IHOP pancake mix product and other pancake mixes might confuse the customers.
3. The combination of the value and price must be appropriate at launch. This way, the customer prefers IHOP pancake mix over ordinary pancake mixes, thus being able to generate repeat sales.
4. The packaged pancake mix might not offer the same quality as that at the IHOP store.
5. By taking the advantage of the brand image, the package should be charming which attracts both loyal customers and new customers. During the Coronavirus, it is a great opportunity to gain new customers.
6. Advertising channels should be carefully considered, whether it is social media, online ads, or TV commercials.

## **Target Objectives**

1. Bring the authentic IHOP experience and taste to people in the comfort of their homes
2. Make the IHOP taste available for people who want to eat IHOP pancakes but can't physically go to IHOP stores (This is especially relevant now with Coronavirus preventing people from going out and interacting much). A point has to be made regarding delivery here. While IHOP does deliver, the food loses some of its taste and freshness on the way to the customer. This is a problem for something like pancakes which are preferably eaten immediately while they're hot and fresh. Thus, delivery is in fact not an alternative to pancake mix and won't cannibalize the customer groups we are seeking to attract with the pancake mix.
3. Make it easy to experience the IHOP taste without doing too much work on the consumer's part or revealing secret company recipes. People will be able to simply buy an IHOP pancake mix and immediately make pancakes instead of creating the batter from scratch themselves
4. Introduce the IHOP taste to a wider group of consumers without investing too much in physical stores (Consider expanding to markets where IHOP has no physical presence at the moment such as Korea)
5. Expand IHOP's business online and increase their presence offline by selling their mixes in supermarkets and groceries as well as online shopping sites such as Amazon
6. Complement their existing product lines such as syrups, breakfast sandwiches, and breakfast bars (So you can now have IHOP syrup on IHOP pancakes instead of generic pancakes thus more closely imitating the real IHOP taste and experience you get at IHOP stores)

## **Market Research**

### **1. RESEARCH OBJECTIVES**

As our marketing opportunity is to introduce a pancake mix by IHOP which is a well-known brand, one of our objectives is to observe the interest of people in buying a pancake mix by IHOP. Additionally, to ensure that people acknowledge the distinctive taste of IHOP pancakes. This would help us conclude that the brand image of IHOP and the taste of IHOP pancakes will significantly promote the sales of a new pancake mix by IHOP.

### **2. METHODS**

- Survey for pancake consumers: survey is suited to get extensive information about consumer decision making processes for buying pancake mixes and vast number of samplings. The survey results are appropriate for quantitative analysis.
- Interview some IHOP consumers to have in depth understanding of their views and reasoning about IHOP and pancakes in general. Through the interview, we can enjoy some flexibility in the conversation and get some invaluable data to explore further into the research goal.

### **3. INTERVIEW QUESTIONS**

- See appendix 1

### **4. SURVEY QUESTIONS**

- See appendix 2

## **Survey Analysis**

- See appendix 3 for survey results

The survey was conducted majorly among the people from the US, most of whom know about IHOP. Inferences were made from the representative data from 99 collected responses.

First of all, 85% of the people stated they strongly or somewhat like the pancakes. It shows that the pancake is demanded for most people. However, only one-third of the respondents indicated that they eat pancakes one or more times per week at home and the other 66% only consume them less than once per week on average. Also, 70% of respondents purchase pancake mixes less than once a month on average and 30% buy them once a month or more. Practically, most people like pancakes, however only around one-third buy them and prepare them at home on a somewhat regular basis.

Half of the respondents have an affinity towards the Betty Crocker pancake mixes, 20% Aunt Jemima and the other 28% are somewhat distributed among other brands. Good for IHOP, however, only 17% consider brands very important when choosing a pancake mix and the most are neutral to brands. Therefore, people are willing to try new brands. In addition, Betty Crocker and Aunt Jemima each have a woman representing the brand and logos, it is worth considering if IHOP pancake mix could do the same. The taste and easiness of making clearly play the major roles in decision-making when buying a pancake mix. Also, on a 1-5 least to very important scale, 63% indicated 4 or 5 for the role of price in decision-making, which means that IHOP should try to make their pancake mixes less expensive. Price was much more important than the size, therefore, it means that even if IHOP will make a big size product it is less likely to be bought because of the high price than a rather small product, which is cheap. In comments, among other things that people mentioned to be important are two main categories - taste and texture variety and nutrition facts. From this IHOP can infer direct guidelines for making the product, namely making pancake mix lines of different tastes and stating nutrition facts in a more engaging manner rather than only providing them for mere requirements satisfaction.

Almost half of the respondents find cooking pancakes the most difficult part. Some people struggle at preparing the mix as well. IHOP pancake mix should focus on providing the cooking process. It should be made easy-to-understand while having enough details. A decent amount of the respondents finds making pancakes is easy. Among these people, they approximately

visit IHOP restaurants up to 4 times a month. The number is significant considering the majority of people purchase pancakes mixes less than once a month. The results show that a person can only visit the restaurant if he/she wants to have IHOP products. However, some study suggested that people visit IHOP restaurants because of the place itself. The IHOP restaurant, for many people, represents a place for families and friends gathering. However, our survey shows that people value tastes the most with half the respondents giving it as the first thing they like about IHOP. IHOP's menu variety comes in second place, following with the atmosphere and service at the restaurant. It is suggested that IHOP pancake mix should provide the same food taste as that made in the restaurant. The pancake mix might also provide a variety of menu options. Encouraging customers to try having pancakes with other foods like fruits or beacons. Also, people giving lesser value on the restaurant's atmosphere and service is an advantage for the pancake mix.

Finally, the majority of the respondents find it somewhat interesting if IHOP is planning to launch its pancake mix with a packet of 32oz for \$20 (\$0.625/ounce) to make its enriched pancake taste available to its customers at all times. The reasons they are moderate about the product are stated in the survey's comments. A lot of comments say that the price is too high and they would rather buy other brands. Many people say that they would like to try new things. There are IHOP lovers who already want to buy the product. Some respondents have concerns that taste that might not be the same as that in the restaurant. However, some say that if they like the taste, they would rather make it at home. The results in the comment section still show a clear trend that people value the price and taste the most.

## **Interviews Analysis**

- **See appendix 4 for interview answers**
- People had varied responses about what part of the pancake making process is hardest. Some mentioned preparing the mix, others mentioned cooking the mix, and some even mentioned the cleaning up process post making.
- All our interviewees had favorable opinions about the taste of IHOP pancakes (fluffy, sweet, but not too sugary), but they differed in the frequency of their visits to IHOP; some went on a regular basis, others were more sporadic in their visits.
- Interviewees also praised the presentation (look) and variety of pancakes and additions available at IHOP stores.
- One interviewee mentioned the continuous offers as an important attracting feature of IHOP.
- All our interviewees go to breakfast diners that serve pancakes, whether they are IHOPs or not, and a good number of them go for the friend/family gathering at the diner rather than for the pancake itself. (This poses the question of whether there would be demand for making the pancakes at home instead of going to the shop.)
- A significant number of our interviewees stated that they can't regularly visit IHOPs because they simply have no IHOPs near them.

- Some interviewees noted that they think selling the pancake mix is a good idea to satisfy peoples' pancake cravings while stores are closed due to the Coronavirus outbreak.
- All our interviewees set the price they would be willing to buy the IHOP pancake mix at the ballpark figure of 10\$.
- People expressed interest in adding an IHOP pancake mix to their regular grocery list, but a couple of our interviewees emphasized a number of conditions they require from the mix. These include:
  - The authentic IHOP pancake taste is preserved
  - Process is beginner friendly and not effort-intensive. A lot of our interviewees preferred to eat waffles/bagels because they are easier to make.
  - Price is affordable but still greater than generic brands to keep the “affordable luxury pancake” image IHOP has. Some interviewees argued that the high price of dining in IHOP influences their decision on where and what sweet to eat (one interviewee explicitly mentioned preferring Waffle House due to the less expensive cost of eating there), so the price ceiling should not be placed too high.
  - One interviewee mentioned he preferred to make bagels because they can be stored for later. Thus, ability to be preserved and reheated should be considered when creating the mix.

## Secondary Data Analysis

**Brand Identity:** We understand that 51% of IHOP consumers below the age of 34, with other similar food chains (Bob Evans, Panera Bread, etc.) and only 34% from this category. This data is coherent with young people calling IHOP “cool and up to date”. IHOP is often the first brand association to pancakes. In another article, we see people associated different pancake mix brands with textures/taste/memories. People found Hungry Jack pancakes to be “super airy and fluffy”; Aunt Jemima as “Tastes like childhood”; Kodiak cakes as “good even without syrup”. This shows that each of these pancake mix brands have a certain appeal to the customers thereby highlighting the need for proper positioning of our proposed product.

**Willingness to take marketing risks:** IHOP is a premium pancake brand and its name is well associated with the particular product. This however had a negative impact on the other product types. To address this issue, IHOP changed its name to IHOB (International House of Burgers) for a short duration of time in 2018. As a result, the brand saw burger sales increase fourfold which in turn impacted revenues and thus was much appreciated by the investors.

**Adherence to customer needs:** IHOP shows great acceptability among customers with a great variety of options. They have options in vegan, while also serving pancakes with chicken and bacon. Sometimes they also have small customizations where customers can demand for certain fruit topping, etc. This shows that the company is focused towards customer service and satisfaction.

Unique pancake preparation: the head of IHOP explained the specialty of the pancakes. He said that IHOP made sure that each pancake was made fresh and served well/ he emphasized on the importance of small things like the temperature and duration of cooking the pancake. The exact state at which eggs/milk was added was also important. He also mentioned about the distinctive taste that the selection of oil/butter gave to the pancake. These specifications show the effort and particularity that goes into each IHOP pancake to make it different and hopefully better than any other market players. It also highlights the importance of cooking procedures that are important to be followed to sustain the true IHOP taste.

Market Size and analysis: the pancake mix is expected to grow 3.8% CAGR till 2025. which is a fairly appealing number. Such a growing market will bring sustainability to IHOPs' decision of the launch. (see exhibit 1)

We see that Aunt Jemima enjoys a good market share followed by a few brands with equal dominance (see exhibit 2). This shows that consumers are possibly flexible. This will help IHOP. long with its brand value, to expose its pancake mix to the market and make them try it.

Company stability: IHOP is one of the 2 brands under the DINE BRANDS GLOBAL INC. The company operates a chain of restaurants for both the brands. However, the business portfolio was one of most impacted in a current coronavirus situation (see exhibit 3). The stock had stayed fairly steady over years but experienced the shock when it tanked from ~\$90 to ~\$15, at the closure of most of its outlets. This shows the company's susceptibility to such unforeseen situations. We feel building the company's direction towards having products like pancake mix will help bring more stability to the company as a whole.

Public opinion. In review platforms such as Yelp and Customer Affairs, customers tend to agree on the delicious taste of IHOP's pancakes and menu variety. Service at IHOP restaurants is in turn controversial with some people praising it as excellent and others giving IHOP 1 out of 5 stars only due to bad service.

Others. National Pancake Day was initiated by IHOP in 2006 and customers can enjoy free pancakes at IHOP restaurants. Customers are asked to make donations for Children's Miracle Network hospitals and associated charities on that day. Since 2006, over \$30 million has been raised for non-profit organizations. Overall pancake popularity among people can be proved by BBC Food website most clicked-on recipes throughout 2014 and 2015. Both of the top positions were occupied by pancakes.

## Targeting

Geographically, we want to target the US market because 56% of the market of IHOP is in the Americas and also, IHOP had originally started here (specifically, Los Angeles). Also, it has a maximum share for supermarkets in terms of grocery.

Psychologically, our target group is defined as the group which likes to have “easy-to-make, high quality” pancakes at home.

The Behavioral description of our target group can be framed as “People who like IHOP pancakes but don't want to go to the store”. (see exhibit 4)

## Positioning

*“For pancake lovers, IHOP introduces its rich and tasty pancakes, packaged in our brand new pancake mix, for you to enjoy in the convenience of your own house”*

By our positioning of the product, we want to ensure that the rich and tasty aspect of IHOP acts as a point of differentiation and the convenience of having it at home is well highlighted.

## Product Mix and Packaging

From our research we have decided that we will launch the most popular - Buttermilk flavor. Buttermilk is also the original/basic flavor of IHOP and often serves as the starting point even if the customer desires some other flavor. Its basic nature makes it customizable depending on customer preference. It will have the majority customer base instead of targeting the niche.

We recommend to keep the packaging rather simple with only the IHOP symbol in the front in a blue background with the picture of tasty pancakes (see exhibit 5). The tasty pancake picture will act as a retrieval cue for customers and will help them relate the product with the pancake that they had in the IHOP store, while the Brand logo will help justify a premium price based on the brand equity.

However, the backside should be informative. The head of IHOP has mentioned that the main component of the product is in the preparation technique. Thus, the product should clearly state easy directions for preparations, so that people can enjoy the IHOP taste and draw connections with the taste of IHOP pancakes (see exhibit 6). IHOP sells a wide variety of flavors and additions to the pancakes in-store. We want to add some customization advice and guidance to our package so that people can try different recipes at home.



## Pricing

The product pricing is a rather crucial aspect of the Marketing mix. In this regard, we arguably state that competition based pricing and value based pricing are the most prominent approaches. (see exhibit 7)

Having analyzed the pricing of the competitors, we also try to understand the estimated consumer benefit and value. A 3 stack buttermilk pancake in the store could cost \$6.79. This shows that although the raw material is very cheap the consumers greatly value the taste, service and ambience of IHOP. We also think that people would mostly not be able to prepare pancakes equivalent to the taste in their restaurants. Above this, consumers of pancake mix need to put in a fair amount of time in its preparation.

After weighing the pros and cons and incorporating the brand equity of IHOP, we plan to price a 32 oz. pack for **\$3.99**.

## Place

The distribution channel of the product will be considered in this part. The places that the IHOP pancake mix should be put on sale are offline retail stores, like supermarket, grocery stores. Online shops like E-commerce shops and IHOP online store should also be selling it. And of course, the restaurant itself should be selling IHOP pancake mix as well.

By putting IHOP pancake mix on the shelf at groceries, supermarkets, and other retail stores, the pancake mix and the signature IHOP syrup will very likely complement each other. The company may also offer discounts for bulk purchases. The major disadvantage here is that IHOP pancake mix might be placed right next to the competitors which means that the customers will likely see the difference in prices; IHOP pancakes mix offers higher price than the competitors on average.

Being able to sell IHOP pancake mix in online stores was one of the main reasons we purposed this product. The product objective is to provide IHOP pancake without you going out to the restaurant. Providing the product online will highly generate sales for those who do not bother going out. In addition, with online and social media advertisement, online stores will become the most favorable place to sell IHOP pancake mix. Examples of online store are online retail stores such as Amazon and Walmart. The company can even sell the product in their own IHOP website, together with the syrup. They may also offer discounts for purchases from the IHOP website.

Lastly, there is no reason not to sell IHOP pancake mix at IHOP restaurant. It is one of the ways to tap into the existing consumer base by promoting the product to those who are already IHOP customers. The restaurant may also offer discounts for restaurant purchases and for bulk purchases.

## Promotion

Promotion will have to be an integral part of the marketing strategy of IHOP. While our surveys & interviews have indicated that consumers may be willing to tolerate an above average price to keep the luxury status of IHOP pancakes, the higher price of IHOP pancake mixes may be a hard pill to swallow for some. As such, IHOP should pursue an aggressive marketing campaign which puts the IHOP brand in the forefront of consumers' pancake mix consideration sets and also highlights the luxury status of the pancakes the brand is known for as a defining feature of the IHOP mix. With that in mind, here are a number of promotional methods the company could utilize:

Firstly, the company could combo the pancake mix with their existing syrup products. This way IHOP can offer discounts and special deals when consumers buy the two items together. This serves a number of reasons. When consumers buy IHOP syrups and mixes together, they would get a more authentic IHOP taste than they would have gotten if they had used a different syrup product (or pancake mix). In addition, selling the two products together allows them to complement each other. This is important as the unique taste of IHOP pancakes is a defining attraction for many consumers. Furthermore, this strategy allows us to draw on the existing popularity of IHOP syrups and the existing consumer base that comes along with it. This, in turn, will help the pancake mix get off the ground.

Another strategy the company could utilize is to start new viral promotional campaigns to draw attention to the mix. This will be used as a promotional method in and of itself but also as a complement to other promotional methods. This is particularly important as consumer attention is fickle, and thus, a need exists for strategies that not only expose the mix to consumers but also capture and retain consumers' full attention.

Thankfully, IHOP has found success in utilizing promotional campaigns in the past. For example, in June of 2018, IHOP cryptically announced that it will be flipping the "p" in its name to a "b". This led to massive speculation across social media and news outlets about what the b could stand for. Eventually, the brand announced via social media that the "b" in IHOb stood for "burgers," a product line which it had recently added to its menu. The campaign's primary goal of raising awareness of its expanded menu was a success with IHOP's burger sales quadrupling over the next year. The hype and talk that the campaign generated was a key factor to this success as it had a pronounced effect on people's decision to buy an IHOP burger. By utilizing unconventional methods, IHOP succeeded in drawing attention to the new line of burgers and that attention stayed longer in peoples' span of interest than it would've without the use of the campaign.

One possible campaign we suggest is to start an online challenge where consumers can create and share pictures and videos of them creating art from the pancakes they make from the IHOP mix. This campaign makes use of one of IHOP's main consumer segments, young teenagers and adults. This segment makes regular use of social media

and will respond positively to any new trends/online challenges. In addition, this challenge will attract both existing consumers, who currently eat IHOP pancakes, and new consumers, who for the sake of doing the challenge will buy and try the new IHOP pancake mix. This will also allow for direct and active engagement from consumers which further aids in capturing and retaining attention towards the IHOP pancake mix.

For promotion, IHOP has to utilize National Pancake Day (started by IHOP). On these days, many people visit IHOP and this is a perfect opportunity to promote pancake mix to the customers. This can be done via free samples and special deals. Moreover, National Pancake Day is strongly associated with positive experiences, since IHOP generates considerable goodwill on those days.

There are several factors for successful promotion of pancake mix. Advertisements have to be interesting and memorable, spark conversation (easily shareable, tweetable, etc.), both virtual and physical. Target goal is to move IHOP to the customer's consideration set.

We will set up Booths & Sampling at retail stores and IHOP restaurants. With consumable products, taste plays an important role, therefore we want to allow consumers to first-hand test the authentic IHOP taste of the mix. To make the experience stronger, instead of simply offering samples, consumers with staff's help will make their own pancakes on the spot. Active engagement will excite consumers more than passive sampling and also it will teach consumers how to make the pancakes.

Social Media is a powerful media for advertising of new products and it is essential for diffusing into the masses. Online advertisements should be fun and playful since active engagement brings more awareness to IHOP and its products.

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## **APPENDIX 1: Interview Questions**

### Pancakes in General

1. How often do you eat pancakes?
2. How much do you like pancakes?
3. How often do you make pancakes at home? If no, why?
4. If yes, which brand do you usually buy for a pancake mix?
5. How difficult do you think it is to make pancakes? If difficult, then what part? (Open-ended)
6. If you had a mix, would you make pancakes with it at home?

### About IHOP: Hypothesis: people acknowledge the secret recipe of IHOP.

1. How do you feel about the IHOP brand?
2. Do you like their pancakes?
3. Do you think their pancakes are different from others? Better or worse? And why?
4. What do you think makes the IHOP different?
5. How often do you go to IHOP? If few, why?

Note: if the interviewee doesn't know about IHOP, then we will proceed with the same questions but about their favorite brand or restaurant.

### About Idea

1. If IHOP made its own pancake mix available to you, would you buy it?

2. What do you think should be the price?
3. How likely are you going to add it to your monthly grocery list?

## **APPENDIX 2: Survey Questions**

1. How much do you like pancakes?
  - ☐ Strongly dislike
  - ☐ Somewhat dislike
  - ☐ Neither like nor dislike
  - ☐ Somewhat like
  - ☐ Strongly like
2. How often do you eat pancakes at home weekly?
  - ☐ More than 5 times
  - ☐ 4 - 5 times
  - ☐ 2 - 3 times
  - ☐ 1 time
  - ☐ Less than 1 time on average
3. How often do you purchase pancakes mixes?
  - ☐ Once a month
  - ☐ Twice a month
  - ☐ More than that
4. Which brand for the pancake mix do you like the most?
  - ☐ Betty Crocker
  - ☐ Aunt Jemima
  - ☐ Krusteaz
  - ☐ Other:

5. What do you look for the most when buying a pancake mix? 0-7 scale for each attribute.

- ☐ Taste
- ☐ Easiness of making it
- ☐ Brand
- ☐ Product size
- ☐ Price
- ☐ Other:

6. Which part of making the pancakes do you find the most difficult?

- ☐ Preparing the mix
- ☐ Cooking the pancakes
- ☐ No difficulty
- ☐ Other:

7. Did you hear about IHOP restaurants?

- ☐ Yes
- ☐ No

8. If yes, approximately how many times do you go to an IHOP restaurant in a month?  
Input a number or an approximate number range.

9. What about IHOP do you like the most? Rank from 1 to 3

- ☐ Menu variety
- ☐ Food taste
- ☐ Atmosphere
- ☐ Service
- ☐ Other:

Hypothetically,

IHOP is planning to launch its pancake mix to make their enriched pancake taste available to its customers at all times. They plan to sell a packet of 32oz for \$20 (\$0.625/ounce)

10. How much would you be interested if IHOP sells their pancake mix? And why?

- ☐ not interested 1-10 very interested



### APPENDIX3: Survey Results

To access the survey results, please enter the following link:

- [https://www.surveymonkey.com/results/SM-YTB29DBX7/?fbclid=IwAR00c52Io6QF3wRRlyOAHeXqJ94e2GwS3uuos3PqRvPqU9O\\_6Em8Esv\\_dJ0](https://www.surveymonkey.com/results/SM-YTB29DBX7/?fbclid=IwAR00c52Io6QF3wRRlyOAHeXqJ94e2GwS3uuos3PqRvPqU9O_6Em8Esv_dJ0)

### APPENDIX 4: Interview Answers

- Interviewee 1

A heavy pancake consumer and a fan who uses Betty Crocker as her first choice of pancake mix to make at home. According to her, she finds preparing the mix as the most challenging step in the making. When she was asked about IHOP, she appeared to be a proud fan of this restaurant because of her multiple memorial visits for a long period of time, where she always has pancakes there with her family and stated “I believe their pancakes are to die.” This said, when the idea was introduced to her, she was very excited and interested to try it. However, she thinks that their product should be affordable and around 11\$ to 15\$.

- Interviewee 2

A regular pancake consumer who also uses Betty Crocker as her first choice of pancake mix to make at home and sometimes loves to try make her own pancake mix. According to her, she finds cooking the pancake as the most challenging step in the making. She is a frequent visitor to IHOP mainly because of their delicious, fluffy, and unique texture pancakes. She would be highly interested if they introduce the pancake mix and will quite likely put it in her grocery list. Lastly, she suggested that their product should be affordable and up to 11\$.

- Interviewee 3

A regular pancake eater who typically goes out to eat. Usually goes out to eat at different breakfast diners with friends. Doesn't think of brand much when deciding where to go (afterthought rather than main destination). Doesn't usually make pancakes himself at home but does eat it whenever someone else makes it. He hasn't tried making one himself but does not buy into the “easy to make” advertising on pancake mixes. He likes IHOP pancakes. He thinks they're tasty, fluffy, and not too sugary (8/9 scale according to him). He goes around once or twice a month to IHOP, and he would go more often if there were

a closer IHOP to his house. He mentioned that he would be interested in an IHOP pancake mix if it satisfied certain conditions. It should 1) replicate the IHOP taste you get at the store, 2) it shouldn't require a lot of effort and overhead (he did mention that it's ok if it took some effort as long as it was beginner friendly for non-cooks). He also suggested that the price should be roughly 80% of the store price to maintain the "affordable luxury" pancake image the brand has. Lastly, he reaffirmed that if the mix satisfied the above conditions, he would quite likely add it to his monthly grocery list (around 3-4 purchases a month, going up to 5-6 when he is stuck in home for long periods of time)

- Interviewee 4

A sweets loving person who irregularly goes for pancakes. Prefers waffles over pancakes. He doesn't usually buy pancake mixes, but mentioned that he thinks it's similar to waffle mixes which he finds easy to make. He finds that the cleaning up process is the most frustrating part of making waffles, and he expects it to be the same with pancakes. He infrequently goes out to breakfast diners where he sometimes has pancakes. He thinks IHOP pancakes taste good, but he doesn't go to IHOP all that much, mostly because he doesn't know any IHOPs near him. When asked if he would be interested in an IHOP pancake mix, he remarked that while he wouldn't add it to his weekly grocery list, he might buy it on occasion to satisfy his sweet tooth whenever he gets bored of waffles. When asked if he would go for an IHOP pancake mix over other mixes, he indicated that he would buy it over other mixes if it matched the taste in the store/had a better taste than the other mixes, and if the price was kept relatively affordable, around 9-10\$.

- Interviewee 5

An American breakfast loving person, who occasionally loves to make pancakes on trips with friends because they are easy to make and cheap. However, his family prefers Indian/savory breakfast more, so pancake mix is not in their regular grocery list, and sometimes he goes to restaurants to enjoy them. He is an Aunt Jemima fan. He finds the whole process of making the pancakes to be exhausting and prefers bagels over it because on the other hand, bagels are easier to make and can be stored for later. He is a big fan of IHOP but not a frequent visitor. He argued, the quality of their pancakes are similar to the homemade and other stores. However, the presentation and the variety of additions to the pancakes are what makes their pancakes special. Additionally, he also thinks that the continuous offers they have been a big factor to attract customers in addition to the late night meals and brunch. He stated that he prefers Waffle House over IHOP as they are significantly less expensive

EXHIBIT 1



EXHIBIT 2

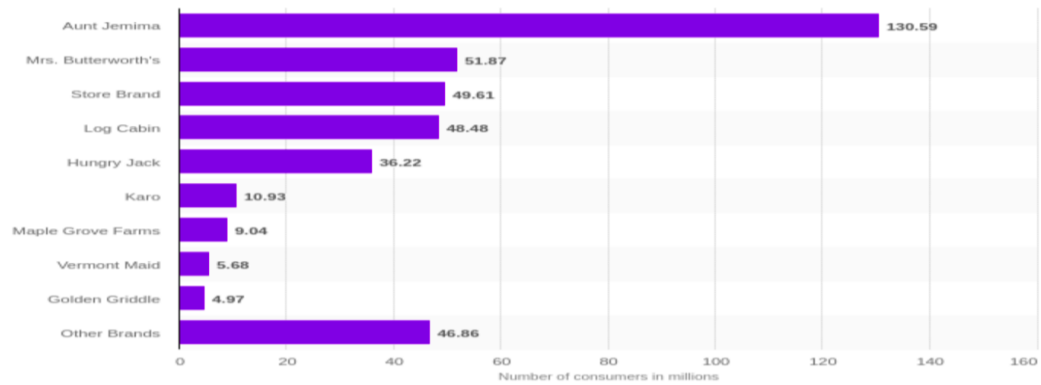


EXHIBIT 3



## EXHIBIT 4



## EXHIBIT 5



## EXHIBIT 6



## EXHIBIT 7



\$2.5 for 32oz



\$1.98 for 32oz



\$1.48 for 32oz