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FUCHSIA’S MARKETING PLAN

Marketing

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# **EXECUTIVE SUMMARY**

A brief description of Le Fuchsia's goals:

Le Fuchsia is primarily a learning environment for aspiring chefs and hotel management, tourism students. The school provides a unique educational experience of actual workplace issues, stresses, and accomplishments. It allows their students to learn theory first and then go on to show their skills through cooking and customer service. Le Fuchsia is their outlet to produce good food and exceptional customer service while providing a full course meal at a reasonable price, in the heart of downtown - cooked by students, is a rare sight.

Marketing Objectives:

1) Increase Le Fuchsia's occupancy rate to potential monthly capacity for both services - lunch and dinner - by the end of 2018.

2) Position itself as the best hotel management, food management, and professional cooking school in Montreal by 2020.

Marketing Strategies:

To increase Fuchsia’s occupancy rate to potential monthly capacity for both services - lunch and dinner - by the end of 2018. To do so, we plan on enhancing Le Fuchsia’s internet presence, improving booking processes and capitalizing on the different tools provided by Omnivox. To keep up with social media, we would hire or allocate a community manager to manage the Facebook page and all social media platforms.

To position itself as the best hotel management, food management, and professional cooking school in Montreal by 2020. To do so, we plan on creating awareness and buzz about the restaurant in Montreal by having an open house and creating a website. The website would be helped by SEO to make sure it is being used to its full capabilities. Also, to help increase awareness – providing videos of chefs/students to communicate with the community on various social media channels.

Target Market

We are targeting: students, staff and baby boomers.

For lunch we are targeting students and staff of LaSalle College. That allows us to have a potential market of 4,600 people. Le Fuchsia only reaches 60% of it’s staff and 10% of its students.

For dinner we are targeting baby boomers. That allows us to have a potential market of 14,605 people. We obtained that number by looking at:

* Westmount 3,010
* Two retirement homes directly in the area 250
* Ville Marie area 11,345

Required Budget: $20,060[[1]](#footnote-1)

# **CURRENT MARKET SITUATION ANALYSIS**

## Current Clientele [[2]](#footnote-2)

The current clientele of Le Fuchsia restaurant is formed by three main groups, employees, students and outside clients that are not directly related to the college. These outside clienteles are classified as baby boomers based on the well know generation classification. They come often to the restaurant and they have become loyal customers.

The percentage of each group may vary from lunch to dinner. As it will show in the chart below, the main clients during lunch are employees of La Salle College with 60%. This is followed by the Baby boomers 30%. And finally, the students of LaSalle College contribute with a 10%. If we take into consideration, that the college has 4000 students 10% is a low assistance rate. This means that the response from the students it is not outstanding.

Meanwhile, at dinner, 50% are baby boomers supporting the idea that they are the main client of La Fuchsia. Then, a new segment of clients appears and are the students of Universities as Concordia and McGill with a rate of 25%. This is interesting because they are from other institutions and their generational classification is different from the students in LaSalle College. Another 25% of clients are from outside forces.

## Customers Needs

Customer’s are the lifeline of any restaurant and without satisfied customers, you may as well close your doors. To insure your customers are satisfied, you must to be able to cater to their needs.

* Sincerity and communication

Customers need to be able to feel special once they walk into your restaurant. Simple strategies of remembering the names of your regular customers, making suggestions to make them feel special, communicate online with your customers when they leave a review and always respond to criticism positively. Communicating is not only important to your actual customers but communicating to potential customers is just as imperative. Proving a platform for potential customers to view photos, reviews, menu and general information is a must. This also helps with advertising[[3]](#footnote-3) your restaurant and positioning it, so your customers know what you are all about. Social media is the most common platform for restaurant advertising in 2017 with being utilized by seventy-five percent of restauranteurs while forty-eight percent of restauranteurs use YouTube[[4]](#footnote-4). To utilize YouTube, you can post videos of food preparation and first count testimonials.

* Menu flexibility

As a restaurant, even if it is a learning environment, you need to be ready for proposed alternatives to your menu, so you can cater to the preferences, allergies and dietary restrictions your customers may have. This added touch will make your customers very happy.

* Knowledgeable staff members

In the fine dining restaurant industry, knowledgeable staff is crucial to the customer experience. Providing essential information on wine pairings, special details about the menu and general knowledge about the restaurant is always a bonus. To ensure consistency in the knowledge, training is crucial[[5]](#footnote-5). The P.O.S in any restaurant is fundamental – it provides your staff with knowledge about the best-selling dishes and food usage.[[6]](#footnote-6)

* Dealing with payment quickly

Another reason why P.O.S is very important in the restaurant industry is because of the various payment processes[[7]](#footnote-7) it can use. It can open the door to a wider array of customers who prefer to only use cards, it also efficiently and correctly cashes out customers, prevents errors[[8]](#footnote-8), it organizes tickets, so the wait staff can easily split the bill for their customers[[9]](#footnote-9).

* Overall experience

Providing excellent customer satisfaction has an impact on your revenue. Perhaps Le Fuchsia’s objective is not the make a profit, but revenue comes from customers coming into your restaurant (objective 1: increasing capacity). According to a Harvard Business School Study[[10]](#footnote-10) on Starbucks, satisfied customers visit 4.3 times/month and is considered a customer for 4.4 years while highly satisfied customers visit 7.2 times/month and is considered a customer for 8.3 years.

Customer loyalty can be created if the overall experience is good. Fifty percent use a company/restaurant more frequently after a positive customer experience[[11]](#footnote-11). While on the other side, a negative experience will allow your customers to talk about the experience. Fifty-four percent of customers share a bad experience with more than five people while forty-five percent share negative reviews on social media.[[12]](#footnote-12) Therefore, the overall experience is key, and you need to listen to what your customers are saying[[13]](#footnote-13):

* Seventy-three percent of diners agree that restaurant technology improves their guest experience
* The most important technology feature for guests are online reservations, free WIFI and online ordering
* Thirty-two percent of diners of restaurants believe they are lagging in their technology use

## Factors that Affect Consumer Purchasing Patterns

Some information about consumer purchasing patterns[[14]](#footnote-14):

* 8/10 Canadian retailers have the means to accept pay pass, and 10% of the transactions are done through pay pass
* Compared to the USA, Canadians prefer pay pass method whereas in the States they are geared towards payment via smartphone
* Canada’s contactless payment technology is growing rapidly at a rate of sixteen   
  percent /year
* MasterCard’s contactless footprint has expanded to include the majority of Canada’s top retailers which enable Canadians to tap their cards more than three hundred thirty million times
* Interac Flash is now established to be activated in over fifty percent of debit cards in Canada[[15]](#footnote-15)
* When paying for a low-ticket item (coffee), sixty-two percent of guests opt to use their credit/debit cards[[16]](#footnote-16)
* When paying for a high-ticket item (fancy dinner), ninety percent of guests pay with their cards[[17]](#footnote-17)
* Fifty-eight percent of diners sometimes or always use mobile pay at a restaurant[[18]](#footnote-18)
* 1/20 diners use mobile pay as their default payment method[[19]](#footnote-19)

## Sales

Le Fuchsia is unique because it is a part of a study program. Therefore, their operations are adapted to the school year calendar. Having two months where they are close (July and August). Also, they only operate from Tuesday to Friday because Monday they plan for the week ahead.

As previously stated, Le Fuchsia was created for an educational purpose. Therefore, the sales are low in comparison to a restaurant in the market. Their average bill at lunch is $17.00[[20]](#footnote-20) and at dinner is $23.00[[21]](#footnote-21) for a full course meal (appetizer, entrée and dessert). Compared to the average bill for a restaurant in Montreal, which is $39.00 at lunch and $43.00 at dinner. This comes out to a fifty percent less profit for Le Fuchsia compared to a restaurant in Montreal.

The restaurant wants to increase their current capacity but can not operate at full capacity[[22]](#footnote-22). The reason for that is because they can not manage full capacity. They have right now twenty-two tables with sixty chairs. They would like to have at least an increase of 10% for the reservations per month.

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Lunch** | | | | | | | | | | | |
| **Month** | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| **Actual Occupancy** | 45% | 45% | 50% | 60% | 50% | 35% | closed | closed | 50% | 55% | 60% | 60% |
| **Potential** | 50% | 60% | 65% | 80% | 70% | 55% | closed | closed | 55% | 75% | 75% | 75% |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Dinner** | | | | | | | | | | | |
| **Month** | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| **Actual Occupancy** | 35% | 30% | 35% | 40% | 35% | 25% | closed | closed | 35% | 40% | 50% | 50% |
| **Potential** | 45% | 45% | 65% | 75% | 75% | 50% | closed | closed | 55% | 75% | 75% | 75% |

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# **MICRO ANALYSIS**

## Marketing Mix Analysis

6-factors:

Price is very affordable considering you can have a three-course meal for only $15.00 which is a very good option for students. The restaurant itself is very cozy, has a lot of room for group potential but cannot function at full capacity, they produce a quality product at a great value and the location has low visibility but located in the heart of Montreal.

Le Fuchsia does not have any formal booking system other than phone reservations. They have no promotion. Their relationships with their suppliers are good and they only use high-end suppliers for their quality food. Unfortunately, this results in low awareness.

# **ENVIRONMENTAL ANALYSIS**

## Industry Trends

1. Technology trends:

Online ordering trends:

Since technology can help the ordering process be more efficient. Implementing technology has become one of the hottest trends for restaurants. You can achieve this efficiency by either using:

* Mobile apps - customers can check the restaurant’s menu and order food with just a touch of their smartphones. This is ideal if your customer is in a rush as they can also pre-order their food through the app.
* Self-serve - clients can place their order online but within the restaurant. This allows customers to be in control of their food orders but also spend time in the restaurant.

Customer loyalty program:

In every industry, customer loyalty is a factor and it helps improve the profit. Statistics show that customers who return are better and easier to satisfy than new customers. Therefore, with customer loyalty becoming an impactful aspect of every industry, there have been advancements as to how businesses are to gain their customers’ loyalty. To do so, a rewards program is created by the company towards their targeted customers who have purchased a lot of their product or used their service regularly. Rewards can include: coupons, promotions, advanced released products and so much more[[23]](#footnote-23). To be poignant in the restaurant industry, restaurants can use customer loyalty programs by implementing small promotions, giving membership cards (for example: free meal/drink on your birthday). By providing all these benefits; customers are willing to come back; and the business will increase their sales[[24]](#footnote-24).

Restaurant delivery trends:

As mentioned earlier, the evolution of technology had an influence on the development of the restaurant industry. Delivery trends were always notable but thanks to technology as they have been adapted to the future. People can order food to their door with their smartphones by using mobile apps, such as Ubereats, Foodora, JustEat…etc. They can easily search for restaurants close to their place, pick their favorite food and choose to pay right away by card. Restaurants also will allow co-operating with those apps to be a member; give promotions, coupons to customers, or even let people customize their own food (pizza, salads…etc.). To sum up, restaurant delivery is a must-adapt-trends for any restaurant.

1. Consumer trends:

Baby boomers -1946-1965 (71-52 years old)

Baby boomers are the oldest and the greatest consumer of the restaurant industry. Baby boomers not only have the time, but also the energy and desire to enjoy the moment, which in turn, will bring huge advantages to the restaurant industry[[25]](#footnote-25). Different to people nowadays, they spend time watching television and reading the newspaper rather than using technology and are not loyal to brands[[26]](#footnote-26).

Generation X - 1966-1980 (53-37 years old)

The Gen Xers are a group of people who have a high level of education, very individualistic, and most likely have a higher income than the boomers; but they are price-conscious[[27]](#footnote-27).These people are also fans of environmental protection trends; prefer local brands with high experience than global brands with standards experience[[28]](#footnote-28). They are tech-savvy[[29]](#footnote-29) and want more technology-based tools to monitor their financial affairs. Surprisingly, they do not trust people easily and before buying online or in-store, they rely on reviews and testimonies but once they are clients, they are loyal to the brand and company entirely[[30]](#footnote-30).

Generation Y (Millennials) - 1980-1995 (36-22 years old)

Speaking about the Millennials, they are the most famous group among the generations, and are large and attractive market to target. They are the generation that has the greatest opportunity to get in touch with the technology, which allowed them to be very comfortable using smartphones, computers and tablets. They try to understand and make sure that they have all the facts before making any purchase, and that frustrates some companies because they struggle to connect with them because traditional methods of advertising do not connect with them anymore[[31]](#footnote-31). Each country has Millennials who act differently but because of globalization, social media and the exportation of Western culture… they are more like one another than any other generation. Millennials really like comfort food, streets food…etc. which are easy and fast[[32]](#footnote-32).

Generation X- 1995-2015 (21-2 years old)

Known as Post-Millennials or the iGeneration, they are another group that was born and raised with technology and social media. Statistics shows that seventy-seven percent own a smartphone and spend most of their time on social media for entertainment[[33]](#footnote-33). It is hard to get their attention than the older generations. First, they have a higher expectation and less patience[[34]](#footnote-34). This can be explained since they have a lot to choose from[[35]](#footnote-35). If they dissatisfied or they did not get the good experience, they will move forward and rarely give a second chance[[36]](#footnote-36). The worst-case scenario, they will share that bad experience online, which will affect the brand’s reputation because nowadays, consumers get all their information from reviews they find online[[37]](#footnote-37). The influence these teenagers have is shocking– according to a study done by Interaction, seventy percent of parents when deciding if they will make a purchase or not. This means, they are influenced by their own decisions and by their family members[[38]](#footnote-38). However, different to their parents, generation Z do not care about price bargain. If it meets their expectation, and gives them a nice experience, they will pay for it. On top of that, they are loyal to brands, willing to buy every new product of such brand for the rest of their life.

1. Geolocation trends:

In definition, geolocation is a technological program that helps identify specific locations, places, people…etc., on several devices with and without internet[[39]](#footnote-39). The most popular platform for this program is GPS (Global Positioning System). However, recently, it occurred to some people that maybe using the idea of using these programs to help with advertising. For example, using Google maps allows for customers to determine which restaurant are close to their location as well as check on reviews, and even click on the restaurant’s websites for the menu and prices. Having this all online allows for the restaurant to better understand their customers’ location and behaviors[[40]](#footnote-40).

1. Reservation trends

Reservation trends are extremely important in the restaurant industry because it facilitates every party involved (clients and restaurant). Customers can pre-order to their table and location of their table in advance, as well as customize their table[[41]](#footnote-41). Reservations allow customers to skip the line and get to their seat faster which later allows the restaurant to turn the table for a second seating which increases profit[[42]](#footnote-42). This also contributes to CRM because with the information the restaurant gathers they can better understand their clients and their own restaurant. Online booking is the future for taking reservations since phone calls are too time-consuming[[43]](#footnote-43). Through booking applications such as OpenTable, Yelp and Booking.com, it is possible to look at the menu, reviews, pictures and book a reservation all in one place. Having your restaurant on these booking applications is time-consuming but worth it in the end

## Industry Data

Canadian restaurant industry:

Up until now, the statistics show that the industry brings out for the annual sales $80 billion, “four percent of Canada’s economic activity”[[44]](#footnote-44). This industry had the country’s fourth-largest employer, occupying seven percent of the workforce, which cover more than 1.2 million directly employs and five hundred twenty thousand employees are in their youth age – younger than twenty-five years old[[45]](#footnote-45). The restaurant industry is the industry that offers the most jobs in comparison to others. Among the services of the industry, a full-service restaurant is one of the top services that generates the sales annual, thirty-five percent over eighty percent total commercial foodservice[[46]](#footnote-46). The average comes out to eighteen million people visit a restaurant every day in Canada, both locals and tourists[[47]](#footnote-47). Reports show that tourists spend ten percent more in restaurants in 2016.[[48]](#footnote-48)

Quebec – Montreal:

According to reports, the leader of the restaurant industry of Canada has always been Quebec, with more than twenty thousand operated establishments[[49]](#footnote-49); Montreal has the most full-service restaurants – thirty-two percent over the total of food service (2015)[[50]](#footnote-50).

The employees who work for restaurants fall into five percent, which are 21,400 Quebecois and another 100,000 of foreigners[[51]](#footnote-51). In 2017, the average profit rate for full-service industry falls to three percent. There are over 4.3 million people who visit Quebec per year (2014) and 3 million of them visit restaurant every day[[52]](#footnote-52).

# **COMPETITIVE ANALYSIS**

Objective 1: Increase its occupancy rate to maximum capacity for the two services by the end of 2018

|  |  |  |
| --- | --- | --- |
| **Direct Competitors** | **Strengths** | **Weakness** |
| 1. La Prep | * High visibility (reputation) * Consistency * Fast service * High capacity * Promotion * Active on social media | * Narrow space * Repetitive menu * Inactive on booking applications * Not a formal style of restaurant * Lack of ambiance |
| 1. Le Smoking BBQ | * High popularity * High visibility (reputation) * Active on social media * Active on booking form (restaurant’s website) * Fast service * Marketing and promotional strategies * Experience | * Repetitive menu * Services are not consistent |
| 1. Cafeteria | * Low price * Fast service * Diverse menu (menu changes) * Full service * High visibility internally (reputation) | * Inactive on social media * Lack of ambiance * Services are not consistent |

|  |  |  |
| --- | --- | --- |
| **Indirect Competitors** | **Strengths** | **Weakness** |
| 1. Subway [[53]](#footnote-53) | * Strong brand image * Marketing and promotional strategies * Fast and consistent service * Active on social media | * Repetitive menu * Not a full-service restaurant * Lack of ambience |
| 1. Starbucks | * Strong brand image * Marketing and promotional strategies * High visibility * Experience | * Expensive price * Not focus on food |

Objective 2: Position itself as the best hotel management, food management and professional cooking school in Montreal by 2020

|  |  |  |
| --- | --- | --- |
| **Direct Competitors** | **Strengths** | **Weakness** |
| 1. Max Rupp (École Calixa-Lavalle)[[54]](#footnote-54) | * Diverse menu * Hugh visibility * Menu available on the website * Customer service | * Expensive price * Fixed schedule * Not active on social media * No booking method * Services are not consistent * Only in French |
| 1. Resto- école La Relevé Gourmande - ITHQ [[55]](#footnote-55) | * Diverse menu * Menu available on the website * Customer service * Low price/value for money | * Low visibility (lack of reputation) * Fixed schedule (closes at 17h45) * Not active on social media and booking method * Only in French |

|  |  |  |
| --- | --- | --- |
| **Indirect Competitors** | **Strengths** | **Weakness** |
| 1. Dawson Collège | * School name * Public school system * Diverse programs related to the food service industry * Located downtown * Active on social media | * English programs only * Does not have a restaurant to provide a real experience for the students in the program |
| 1. McGill Université | * School name * Public school system * Diverse programs related to the food service industry * Had various food and dining services inside the school * Active on social media | * English programs only * Does not have a restaurant to provide a real experience for the students in the program * Programs’ systems are more into nutrition than restaurant |

# 

# **SWOT ANALYSIS**

# **MARKET SEGMENTATION AND POSITIONING**

## Target Market and Clientele

Target Clientele:

|  |  |  |  |
| --- | --- | --- | --- |
| **Lunch** | Lasalle Staff (600)  = 60%  Lasalle Students (4,000) = 10% | Potential: 4,600 people[[56]](#footnote-56) | The restaurant is located within the school therefore for a quick bite to eat it is accessible to students and staff of Lasalle College. |
| **Dinner** | Baby Boomers = 50% | Potential: 14,605   * Westmount (3,010) * Retirement homes (250) * Ville Marie (11,345) | The already loyal customers to the restaurant for dinner are baby boomers, therefore, keeping them coming is the main priority. Dinner is also a longer engagement and students and staff would be on their way home already by dinner time. |

Target Markets[[57]](#footnote-57):

|  |  |
| --- | --- |
| **Population: Quartier les Grands Jardin (Shaughnessy Village)[[58]](#footnote-58)** | |
| Geographic:   * Quartier les Grands Jardin (500m2) | Demographic:   * Total population (2015) is 25,000 * 56% of total population are between the ages of 22 and 44 (14,000) * Average revenue is $49,789 while 53% of the entire population (13,250) make an average revenue of $60,000 or above = middle class * Between the major schools (Concordia, Dawson, LaSalle) there are 40,000 jobs. * 50% of the total population (12,500) use public transport every day. * More than 50,000 tourists per year visit it * 2 major retirement homes (+60 years old): Manoir Charles Dutaud [[59]](#footnote-59) + Resident Fulford[[60]](#footnote-60) |

|  |  |
| --- | --- |
| **Population: Baby Boomers [[61]](#footnote-61)** | |
| **City of Westmount** | |
| Geographic:   * Ville de Westmount (40 km2) | Demographic:   * Total population (2011) is 19,331 (1% of all Montreal) * 3,010 are aged between 65 to 79 years old * Of the population above 65 years old, 61% live with family (4,245), while 39% live without family, 36% live alone and 2% live with people they are related to, and 1% live with people they are not related to. More than 1/3 seniors live alone. * More than 2/5 households have a revenue more than $100,000. 730 people have an income of between $100,000 to $124,999 which counts for 4.4% of the population. 17.4% of the population have an income of more than $125,000 (2,865) |

|  |  |
| --- | --- |
| **Population: Baby Boomers in Ville-Marie (2010 statistics) [[62]](#footnote-62)** | |
| Geographic:   * Ville-Marie (15,600km2) | Demographic:   * 13.5% of total population (84,010) are above 65 years old (11,345) * 17% of total population above 65 years old work and are apart of the active population = 1,710 * 20% of the total population above 65 years old have a revenue of more than $50,000 after taxes. Average revenue after taxes is $45,142. |

|  |  |
| --- | --- |
| **Population: Students from major schools** | |
| Geographic:   * Ville-Marie (Concordia, Dawson and Lasalle College)  15,600km2 * 2nd largest city in North America for the number of students/capita[[63]](#footnote-63) | Demographic:   * Concordia: 2016-2017 [[64]](#footnote-64)   Undergraduate students: 36,485 (81%)  Graduate students: 8,571 (19%)  Total enrollment in courses offered: 45,056  International students: 7,439 (16.5%)   * Dawson[[65]](#footnote-65)   8,000 students during the day compared to 3,000 evening students   * Lasalle College [[66]](#footnote-66)   4,000 students and 600 administrations |

## Market Potential

Potential Market:  
**Total Population of Montreal**  
2016: 1,942,044 people

## 

**Available and Qualified Market**: Income + Interest

**Westmount Population** (2011): 19,331 and 3,010 are aged between 65 to 79 years old = Baby Boomers  
**Ville-Marie**: 11,345 are above 65 years old out of a total population of 84,010 = 13.5%  
**Quartier des Grands Jardin** (2015): 25,000 and out of 25,000, 56% are between the ages of 22 and 44 (14,000) and major retirement homes (2) account for 250 people above the age of 60 years old

**Served Market:   
Baby Boomers** (Westmount, Ville-Marie and Retirement Homes), **Students** (internal and external), **Administration** (internal and those around the area)   
**Baby Boomers:** 3,010 are aged between, 11,345 in Ville-Marie, 250 in retirement homes in Quartier des Grands Jardin   
**Students:** Internal (Lasalle 4,000) and External (Concordia 45,056) **Administration**: Internal (Lasalle 600) and External (40,000 jobs between the 3 schools)

**Penetrated Market** – Actual Customers

|  |  |
| --- | --- |
| **Lunch:**   * Students count for 10% * Administration counts for 60% * Fidel baby boomers count for 30% | **Dinner:**   * 50%-60%: regular customers = baby boomers * 20%-25%: university students * 25% are others (family, friends, internal administration) |

## 

## Positioning Statement

For everyone in downtown, Le Fuchsia is the perfect place to experience a good value meal with full service provided by students

# **MARKETING OBJECTIVES**

## Marketing Objectives

1. Increase Fuchsia’s occupancy rate to potential monthly capacity for both services – lunch and dinner 2018. [[67]](#footnote-67)

For dinner, the increase objective of Fuchsia’s capacity is 2 times more than for lunch.

The challenge for dinner is greater than at a lunch period, as per the table below:

Max seats is 60 with max tables of 22

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Lunch | | | | | | | | | | | | |
|  | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEPT | OCT | NOV | DEC |
| Actual Occupancy | 45% | 45% | 50% | 60% | 50% | 35% | Closed | Closed | 50% | 55% | 60% | 60% |
| Potential | 50% | 60% | 65% | 80% | 70% | 55% | Closed | Closed | 55% | 75% | 75% | 75% |
| Increase Objective | 5% | 15% | 15% | 20% | 20% | 20% | Closed | Closed | 5% | 20% | 15% | 15% |
| Number of seats target per/day | 3 | 9 | 9 | 12 | 12 | 12 | Closed | closed | 3 | 12 | 9 | 9 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Dinner | | | | | | | | | | | | |
|  | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEPT | OCT | NOV | DEC |
| Actual Occupancy | 35% | 30% | 35% | 40% | 35% | 25% | Closed | Closed | 35% | 40% | 50% | 50% |
| Potential | 45% | 45% | 65% | 75% | 75% | 50% | Closed | Closed | 55% | 75% | 75% | 75% |
| Increase Objective | 10% | 15% | 30% | 35% | 40% | 25% | Closed | Closed | 20% | 35% | 25% | 25% |
| Number of seats target per/day | 6 | 9 | 18 | 21 | 24 | 15 | Closed | closed | 12 | 21 | 15 | 15 |

1. Position itself as the best hotel management, food management, and professional cooking school in Montreal by 2020[[68]](#footnote-68).

It is a “medium term” objective, yet a work to be consistently done. The real challenge will be considering the competition of other school’s restaurants. It is important to remember that Montreal is the city with the highest number of restaurants per capita in the world. Considering this scenario, we decided to focus on awareness of Le Fuchsia with students and neighbourhood of Quartier des Grands Jardin.

## Issues

- The main issue, which is also considered a strong barrier to convince new customers and have a consistency of frequency of students and La Salle staff during lunch period, is time. How long does service takes considering the moment the client arrives, until the moment of the checkout? If one hour is the usual break period for lunch, the service must be very efficient – since the beginning of booking process.

- The booking process itself should be more efficient. And beyond than anticipated number of clients, also anticipate menu options and choices.

- The payment process must be more efficient and fast. The use of simple technologies already in place added to some new may solve this problem.

- Low participation in community events or lack of investment in brand\image, even inside La Salle College.

# **MARKETING MIX STRATEGIES**

Objective 1: Increase Fuchsia’s occupancy rate to potential monthly capacity for both services (lunch/dinner) by the end of 2018

|  |  |
| --- | --- |
| Promotion: Enhance internet presence | Place/Distribution: Improve booking process |
| Tactic: Hire a community manager, create a Facebook page, take advantage of Omnivox, use booking apps, create a website to promote the restaurant | |

Objective 2: Position itself by the best hotel management, food management and professional cooking school in Montreal by 2020.

|  |  |
| --- | --- |
| Promotion: create awareness in Montreal | Place/Distribution: Creating awareness in Montreal |
| Tactic: Post videos of the students talking about their experience in the restaurant on social media, create a website for the restaurant and to promote the school, use SEO to help reach the public, have an open house to promote the school and improve the national and international representations | |

Total Budget Required: $20,060[[69]](#footnote-69)

# **ACTION** **PLAN**

## Objective 1: Increase capacity in the restaurant - Lunch

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Promotion** | | | | | | | |
| **Action** | **Description** | **Objective (Communication)** | **Time** | **Responsible** | **Budget (%)** | **KPIs** |
| Create a Facebook page + someone to oversee the Facebook page | Create a company-based Facebook page[[70]](#footnote-70) to promote the restaurant in Montreal | * Awareness * Build communication * Share ability (likes/subscriptions) * Increase capacity rate | June | Vanessa | 0% | * Number of visits and followers (growth) * Engagement rate of the page * Press mentions * Response rates * Capacity rate |
| Online Marketing – Omnivox | Allow students and staff to see news about the restaurant. Share the menu of the restaurant and allow students/staff to book within Omnivox for lunch | * Awareness * Increase capacity rate | Start of the semester- continues through- out the semester | Jhoanna | 0% | * Capacity rate among students/staff |
| Retention Promotion | Offer coupons (% off meals) to students who bring their parents to the restaurant | * Awareness * Loyalty * Increase capacity | Bi-Monthly -every other month (5 months total for the year) | Marcos | 90% | * Capacity rate among students and family * ROI from coupons |
| Make a new sign for the restaurant | Create and place an updated sign of the restaurant to entice students/staff  (go through LCI) | * Enhance the visibility of the restaurant * Increase capacity rate | June | Jhoanna | 9% | * Brand awareness * Capacity rate |
| Add another sign in front of the restaurant when it is open | Add a sign in front of the restaurant | * Enhance visibility of the restaurant * Increase capacity rate | Through-out the year | Charlie | 1% | * Brand awareness * Capacity rate |
| **TOTAL** |  |  |  |  | **100%** |  |

Dinner

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Baby Boomers: Promotion** | | | | | | |
| **Action** | **Description** | **Objective (Communication)** | **Time** | **Responsible** | **Budget (%)** | **KPIs** |
| Advertisement piece in monthly retirement newsletter | Small area in the newsletter in a retirement home near the restaurant | * Awareness * Increase capacity rate * Loyalty (engagement) | Monthly | Joanna | 0% | * Response rate * Capacity rate |
| Themed party | Themed party to cater “to the old times” (50s-60s)  Which we can advertise in newsletter | * loyalty * provide excellent customer service to actual customers = retaining * Increase capacity rate | Yearly but done in May | Jhoanna | 100% | * Customer satisfaction rate * Capacity rate * Response rate |
| Shuttle service[[71]](#footnote-71) | Nearby retirement homes already have a shuttle service for their guests, collaborate with them so once a week, Seniors can come and enjoy dinner without worrying how to get to/from the restaurant | * Increase capacity rate * Provide excellent customer service | Weekly | Vanessa | 0% | * Capacity rate * Customer satisfaction rate |
| Cooking Class | Offer cooking classes for baby boomers on Wednesday nights (lowest capacity rate) | * Increase capacity rate * Provide excellent customer service | Bi-monthly- every other month (5 months total out of the year) | Charlie | 0% | * Capacity rate * Customer satisfaction |
| **TOTAL** |  |  |  |  | **100%** |  |

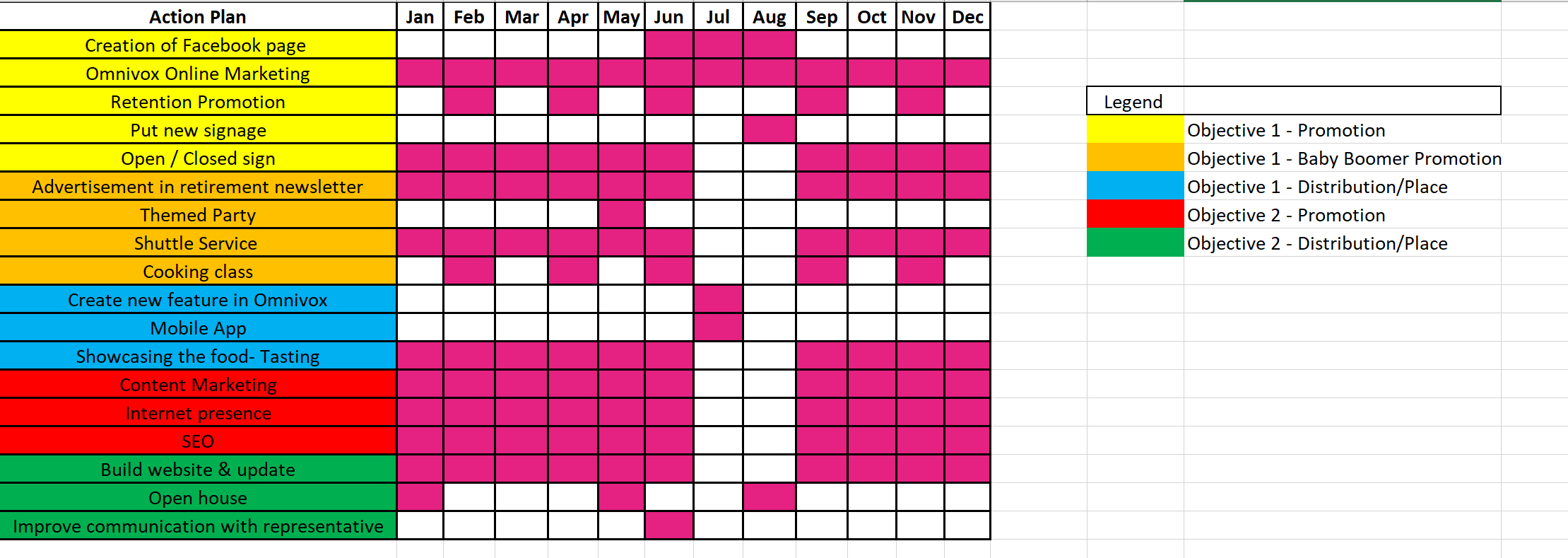
|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Place/Distribution** | | | | | | |
| **Action** | **Description** | **Objective (Communication)** | **Time** | **Responsible** | **Budget (%)** | **KPIs** |
| Create a new feature in Omnivox | Using the Omnivox platform, you can allow students and staff to reserve and book lunch/dinner | * Increase student/staff reservation rate * Awareness * Increase capacity rate | July and ongoing | Jhoanna | 100% | * Response rate * Engagement rate * Traffic generated * Follow through rate * Capacity rate |
| In addition to Omnivox reservations, Mobile Applications to reserve at the restaurant | Using geolocation trends such as booking trends and technological trends to reach the audience we need (students/staff)  Tools such as: Opentable and Yelp[[72]](#footnote-72) | * Increase reservation rate by students and staff * Awareness * Increase capacity rate | July and ongoing | Marcos | 0% | * Response rate * Engagement rate * Traffic generated on the app * Follow through rate * Capacity rate |
| Showcasing the food (mini sample) | The student servers would go to the main floor (near the elevators) and hand out samples of the food to potential customers | * Increase capacity rate * Awareness | Once a week | Vanessa | 0% | * Capacity rate * Generate traffic * Response rate of the food * Follow through rate |
| **TOTAL** |  |  |  |  | **100%** |  |

## Objective 2: Be the best hospitality/tourism school in Montreal

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Promotion** | | | | | | |
| **Action** | **Description** | **Objective (Communication)** | **Time** | **Responsible** | **Budget (%)** | **KPIs** |
| Content Marketing | Create short videos of chefs/staff cooking and put on social medial  (Facebook, Instagram and YouTube) | * Awareness * Engaging * Creating communities * Improve brand retention | Start of the semester | Charlie | 0% | * Response rates * Press mentions * Number of followers, likes, reaches, impressions * Customer satisfaction rate * Number of subscriptions, videos, comments, sharing, likes |
| Increase internet presence + someone to manage the website | Build a website especially for the school with testimonials of past graduates, reviews, photos, and the give new-comers a taste of the menu with links to the social media pages | * Awareness * Loyalty – engagement | Start of the semester- continues throughout the semester | Joanna | 33% | * Users, page views, page per session, average session duration * Response rate * ROI * Net promoter score |
| SEO (help for website) | Because of the new addition of internet presence, SEO allows for you to measure the number of visits to your website from an organic/paid search traffic | * Awareness * Sales (click rates) * Increase online visibility * Visitor engagement | Once the website is up and running | Marcos | 67% | * COCA and ROI * Press mention * Response rates – goal conversion rate * Number of visits by SEO to the website |
| **TOTAL** |  |  |  |  | **100%** |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Place/Distribution** | | | | | | |
| **Action** | **Description** | **Objective (Communication)** | **Time** | **Responsible** | **Budget (%)** | **KPIs** |
| Increase internet presence allows for all of Montreal to know what the restaurant is all about | Build a website especially for the school with testimonials of past graduates, reviews, photos, and the give new-comers a taste of the menu with links to the social media pages | * Awareness * Loyalty * Engagement | Start of the semester- continues throughout the semester | Joanna | 30% | * Users, page views, page per session, average session duration * Response rate * ROI * Net promoter score |
| Open house | Offer potential students the opportunity to visit and speak with students who are in in the culinary program at Lasalle | * Awareness * Improve brand retention | Once a semester (beginning) | Charlie | 3% | * Response rate * Number of participants who showed up * ROI (how many enrolled in the program for the following semester) * Brand retention rate |
| Improve National/International Representatives | Improve international representatives to sell the culinary school as the best in Montreal (Canada) by providing better training | * Awareness * Improve brand retention | Once a year | Marcos | 67% | * Response rate * ROI (how many enrolled in the program for the following semester) * Brand retention rate |
| **TOTAL** |  |  |  |  | **100%** |  |

## Calendar of Events



|  |  |  |  |
| --- | --- | --- | --- |
| Objective 1: Increase capacity (Lunch) - Promotion | | | |
| Action | $ | % | Total |
| Create a Facebook page | 0.00 | 0% | $0 |
| Online Omnivox Marketing | 0.00 | 0% | $0 |
| Retention Promotion | $100/month x 5 months | 90% | $500 |
| Make a new sign | $50 | 9% | $50 |
| Add another sign (open) | $10 | 1% | $10 |
|  | | | **$560** |
| Promotion - Baby Boomers (Dinner) | | | |
| Action | $ | % | Total |
| Advertisement in retirement newsletter | 0.00 | 0% | $0 |
| Themed party | $400 | 100% | $400 |
| Shuttle service | $0 | 0% | $0 |
| Cooking class | $0 | 0% | $0 |
|  |  |  | **$400** |
| Objective 1: Increase capacity - Place/Distribution | | | |
| Action | $ | % | Total |
| Additional Omnivox Feature | $5,000 | 100% | $5,000 |
| Booking Apps | $0.00 | 0% | $0 |
| Showcasing food | $0.00 | 0% | $0 |
|  |  |  | **$5,000** |
| Objective 2: Best school in Montreal - Promotion | | | |
| Action | $ | % | Total |
| Content Marketing | $0.00 | 0% | $0 |
| Website | $100/page x 10 pages + $100/month for hosting (5) | 33% | $2,200 |
| SEO | $1,500/month  (x 3 months, the months students apply) | 67% | $4,500 |
|  |  |  | **$6,700** |
| Objective 2: Best school in Montreal - Place/Distribution | | | |
| Action | $ | % | Total |
| Website | $100/page x 10 pages + $100/month for hosting (5) | 30% | $2,200 |
| Open House | $200 | 3% | $200 |
| Improve national/international reps | $5,000 | 67% | $5,000 |
|  |  |  | **$7,400** |

## BUDGET: **$20,060**

# **APPENDIX**

## Marketing Mix Analysis

|  |  |  |  |
| --- | --- | --- | --- |
| **6PS** | **Description** | **Strengths** | **Weaknesses** |
| **Product** | Great value food at affordable price. The food itself has a good presentation.  The menu varies every week as part of the study program curriculum. This product has the benefit of surprising current clienteles with different dishes each week. | Great value food at an affordable price. | The menu cannot be changed because it depends on the study program curriculum.  Only two services per day. One for lunch and one for dinner. |
| **Promotion** | There is more awareness of the restaurant outside the college than inside. Students barely know the restaurant exists. | It has a good reception online. The reviews are positive; it has four out of 5 stars. There are articles and mentions different restaurant reviews sites. | The students of another program barely know about the restaurant and are not interested in it. |
| **Price** | Approximately 15$ per person. The price cannot be changed because it is part of their positioning statement. | Affordable compared to the market minimum bill.  The average check is higher at dinner than at lunch. | It cannot be changed. The purpose of the restaurant is not to make a profit. It has to maintain its accessible price for the students. |
| **Place/ distribution** | The customers need to book a seat at least on a week ahead. They do the booking mainly by phone. | Phone made booking reservation have a good response | A customer cannot reserve online only by phone. |
| **People** | The management of the restaurant is held by the teachers who organize the students for each session. The staffs of the restaurant are with teachers and students. Students are the main employees as part of their real-life curriculum process. | It stands as a real-life experience shared with teachers and students. | They are not real employees but students in an interactive and real-life classroom. |
| **Process** | The service is delivered directly from students which are not always perfect because they are real-life training.  Part of the orientation is to deliver a good experience to the customer and learn simultaneously from the mistake along the way. | It is a nice experience for a customer because the student tries it best. | There is inconsistency in the service delivery because of the students.  The process is long. It takes at least one hour to enjoy the full service. And when the student makes mistakes it is even longer. While paying there is not a technology to pay with the cellphone |
| **Physical Evidence** | The facilities where the restaurant is, is not beneficial. It is situated in a level lower than the ground floor. There is low visibility of the restaurant sign and the restaurant itself. Just by passing by, you imagine it is another classroom from college and not an actual business.  The space is very neat and comfortable. The food has good presentation, they pay attention to details. | The environment is neat and comfortable. | There is low visibility of the restaurant  The service has issues as part of the inexperience of the students. |

## P.E.S.T.E.L Analysis

|  |  |  |
| --- | --- | --- |
| **Political Factors** | **Economic Factors** | **Social Factors** |
| * U.S protectionism and its impact on travel | * Exchange rate * Import (food tariffs) * Inflation increase next year (4-6%) = price increase | * Targeting your market (depending on generation) therefore there is a potential among other generations not currently targeted (generation x) * Market potential in the already targeted market (baby boomers) * Events coming up |
| **Technological Factors** | **Environmental Factors** | **Legal Factors** |
| * Reviews (what the internet is saying about them) * Apps * Geolocation * Payment mode (pay pass, watches, phones) * C.R.M | * Waste disposal (trends) * Weather (if raining outside, you are more likely to stay inside or the other way around | * Ministry curriculum * Ethical with CRM? No. |

## Additional Data for Target Markets

**Population According to Age Groups (City of Westmount, 2011)** [[73]](#footnote-73)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Men** | **%** | **Women** | **%** | **Total** | **%** |
| **65 to 69 years old** | 525 | 5.7% | 665 | 6.2% | 1,185 | 5.9% |
| **70 to 74 years old** | 485 | 5.3% | 510 | 4.7% | 995 | 5.0% |
| **75 to 79 years old** | 360 | 3.9% | 465 | 4.3% | 830 | 4.2% |

**Baby Boomer Population of Ville-Marie (2011)**[[74]](#footnote-74)

|  |  |
| --- | --- |
| **Population above 65 years old** | 11,345 |
| **Men** | 5,310 |
| **Women** | 6,025 |

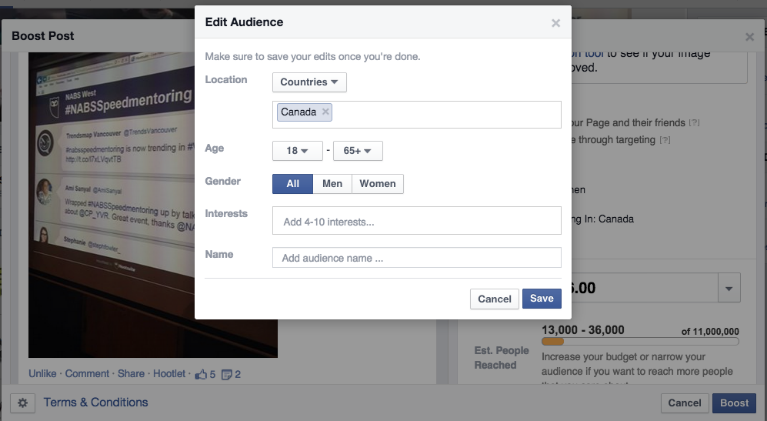
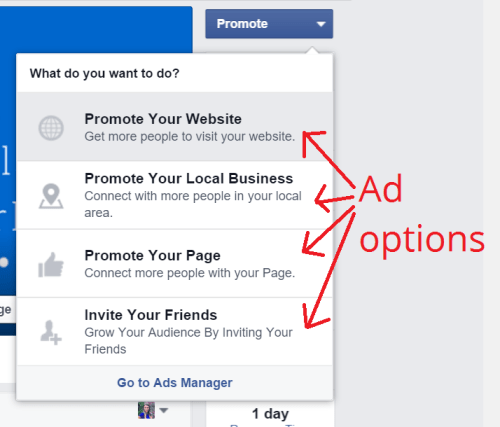
|  |  |  |
| --- | --- | --- |
| **Age** | **Population** | **%** |
| 65-69 years old | 3,550 | 31.3% |
| 70-74 years old | 2,595 | 22.9% |
| 75-79 years old | 2,015 | 17.8% |
| 80-84 years old | 1,630 | 14.4% |
| 85-89 years old | 990 | 8.7% |
| 90-94 years old | 435 | 3.8% |
| 95-99 years old | 115 | 1.0% |

**Personal Revenue (2010) for +65 years old**

Average revenue after taxes: $45,142

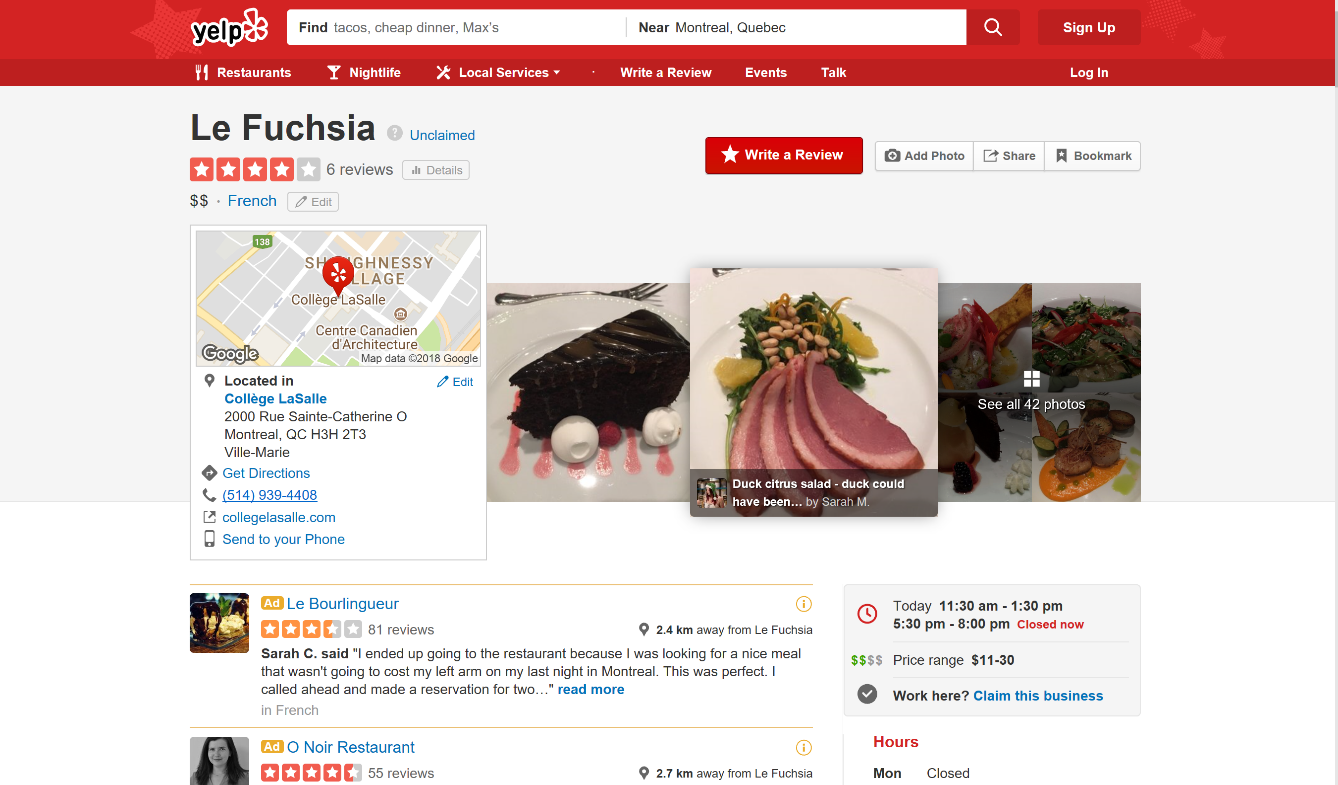
|  |  |  |
| --- | --- | --- |
| **Revenue (after taxes)** | **Population** | **Population %** |
| Those with a revenue after taxes | 10,105 | 99.9% |
| Less than $5,000 | 215 | 2.1% |
| $5,000 - $9,999 | 350 | 3.5% |
| $10,000 - $14,999 | 1,815 | 18% |
| $15,000 - $19,999 | 2,250 | 22.3% |
| $20,000 - $29,999 | 1,850 | 18.3% |
| $30,000 - $39,999 | 1,065 | 10.5% |
| $40,000 - $49,999 | 575 | 5.7% |
| $50,000 - $59,999 | 590 | 5.8% |
| $60,000 - $79,999 | 545 | 5.4% |
| $80,000 - $99,999 | 255 | 2.5% |
| + $100,000 | 600 | 5.9% |

## Additional Information about Social Media Promotion – Through Facebook

To create a Facebook page for your business is completely free. But if you would like to “boost” your presence on Facebook, they provide you with your own ads. With these ads, you can promote your business locally and they provide you with suggestions for different types of promotion depending on your target market. You can select the ages you would like the target, the layout of the promotion and change the call to action statement[[75]](#footnote-75). 

|  |  |
| --- | --- |
| Money spent on “boosting” | Approximate Reach |
| $6 | 623 - 1.6K people |
| $13 | 1K - 2.6K people |
| $19 | 1.3K – 3.4K people |
| $25 | 1.5K – 4.1K people |
| Or you can customize how much you would like the spend and they provide you with the estimated reach. | |

## Additional Information about Booking Apps – Yelp

Le Fuchsia already has a Yelp paged created by customers, but they have not “claimed it” yet. This means the information on Yelp was provided solely by customers and not administration. When you “claim” the business, you can provide key information for the users such as: correct operating hours, price range, attire, ambiance, if it is good for kids, if you provide take out and so on. You can also include reservations to be taken by Yelp[[76]](#footnote-76).



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