



Marketing Plan

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Executive Summary

Founded in 1969, Red Robin currently has over 450 locations across the United States and Canada. Red Robin is also currently expanding its locations among the southern region of the United States and from coast to coast. Red Robin currently has two locations within the Tampa Bay area, located at Wiregrass Mall and Citrus Park Town center. Red Robin offers their gourmet burger and menu items to their valued target market of family household consumers. A key issue for Red Robin is its competitors that already have an established client base in our target market such as Beef O'Brady's and Chili's as both competitors feature a family friendly environment as well. Another key issue for Red Robin is product knowledge and company awareness. With features such as the meal customizer and fresh ingredients, Red Robin can tailor its meals to the specific needs of its customers.

Red Robin's goals are to increase awareness of menu items that can be tailored specifically to customers with food allergies, increase company support by creating parental awareness by hosting a weekly "Kids Night" where children eat free, sponsor student brand ambassadors to increase parental and student company awareness, make customer relationships a top priority to increase brand loyalty and word of mouth, collaborate with other local companies for cross-promotional campaigns to introduce our brand to new client demographics that you may not already be directly affiliated with, and to continuously stay involved in the local community through charity involvement and sponsorships of youth athletic leagues. Red Robin's marketing objects are to increase weekday dinner sales by at least 10%, to increase total number of customers by 10%, to increase non-burger dinner entree sales by 10%, to increase net income by at least 5% every year, and to open one location per major shopping district in the Tampa Bay area each year for 2011. In order to reach these goals and objectives, Red Robin's proposed plan will cost a total of \$1,234,784 to increase awareness of Red Robin's image and promote sales. This cost includes advertising, flyers, little league sponsorships, sponsorship of professional teams, and the grand opening advertising costs of two new locations in Brandon and Dale Mabry regions.



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Product Statement

Red Robin was founded in 1969 in Seattle, Washington and prides itself on delivering the best and freshest “Gourmet Burgers”. Established for over four decades, the restaurant is currently in more than 450 company owned and franchised locations across the United States and Canada.

Red Robin offers an array of items on the menu and promises the guest will find a burger to crave. High-quality menu items include signature gourmet burgers and chicken sandwiches, as well as salads, entrees, and signature bottomless beverages all made with fresh ingredients. Red Robin also offers vegetarian and vegan options for customers such as turkey burgers, fish sandwiches, the Gardenburger or the vegan Boca Burgers. Menu items range in price from \$4.99 to \$12.99.

Red Robin is continually striving to provide guests with unparalleled service. The company was founded on four core values, which are still alive in restaurants today. These core values are honor, integrity, continually seeking knowledge, and having fun. “At Red Robin the key to our successful service philosophy is based on our Team Members providing Guests with an unbridled restaurant experience through our brand cornerstones.”(Cornerstone Mission)

The company has founded and works with many family oriented foundations and programs such as The Red Robin Foundation, U-ACT Program, National Center for Missing and Exploited Children, and the Special Olympics. They also offer local programs for schools like; school fundraisers, the education program “Reading with Red”, and after school study incentives. Red Robin is a family-friendly franchise and believes it is important to give back to the national and local community.





Analysis of the External Environment

Industry / Market Trends

The restaurant industry in general is one specific sector in the United States that generates an absolutely staggering amount of money annually. Although, despite the massive amount of money being spent in the food industry, the exact market trend for the industry is not currently as positive as one might think. "In 2009, 59 of the top 100 restaurant chains reported lower sales. Data from *Nation's Restaurant News* suggest sales were even weaker amid secondary and lower-tier chains, as well as independent restaurants. The lack of top-line growth has led to a greater focus on the availability and use of capital. This represents a marked change for an industry that has traditionally had ready access to capital from banks and in the capital markets."

According to a Standard & Poor's Restaurant Trends article, "The \$566 billion in sales for 2009 marked the first annual sales decline experienced by the domestic restaurant industry in the four decades that the NRA has been tracking this measure. This unprecedented decline followed a 3.2% increase in 2008 (revised) to \$570 billion, which previously had been the industry's worst annual sales performance. Only once before in the association's tracking history—in 1991, another recession year—did nominal sales increase less than 4%."

There is no denying that a huge amount of American's money is spent within the food industry, but even though eating out was on a rise for years this may not be the issue as much anymore. "The long-term trend toward eating out more ended in 2006 and has eroded further in recent years. According to updated data from the US Department of Labor's Bureau of Labor Statistics, consumption of food away from the home accounted for 41.9% of total food expenditures in 2008, down from the high of 44.1% in 2006." As of 2010, the food industry generated \$604 billion in sales by serving more than 130 million guests each day in over 960,000 establishments nationwide.

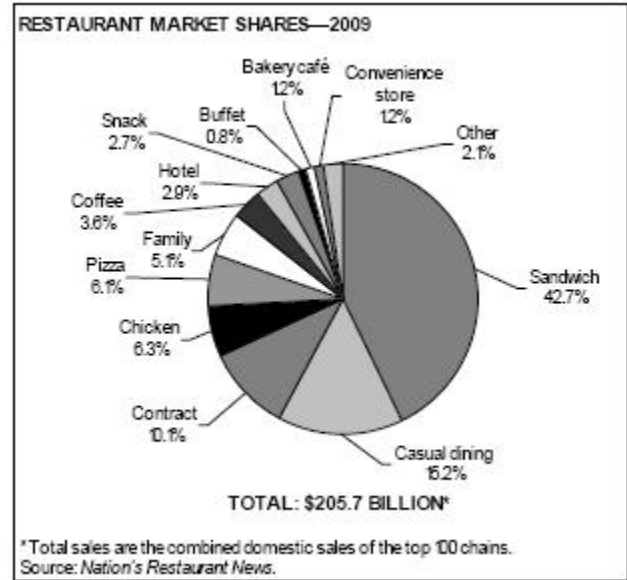
Money that is not being spent on the food industry affects the industry in many more ways than just one - the potential for millions of lost jobs comes to mind immediately. According to the National Restaurant Association, "the industry's direct sales accounted for 3.9% of the US gross domestic product in 2009. With a projected 12.7 million employees in 2009, the industry is the nation's largest private-sector employer."

With all of this talk about money in regard to the food industry, what are some prominent market trends to keep an eye out for? QSR Magazine released an article with 7 Trends to look out for in



2011 in the food industry. QSR broke these seven market trends down as follows: Mobile Technology, Leveraging Social Media, Transparency, Crowdsourcing, Nothing Too Over-the-Top, Nontraditional Locations and the last and most opposed by the public, Raising Prices in restaurants.

Unfortunately, it is easy to see through the research done that the restaurant industry is currently on a decline in spending. Hundreds of billions of dollars are still being spent within the restaurant industry annually, but effective measures definitely need to be taken to try to revamp the trend towards more spending on meals eaten away from home. Although, the trend is currently on the decline, hopefully, within due time, the industry will yet again peak in a positive fashion as it had been for the last forty years.



Competitive Trends

Brand Competitors

Beef 'O' Brady's

Beef 'O' Brady's is one of Red Robin's brand competitors because it offers a fun family environment, with friendly service and legendary steak burgers and wings. Beef 'O' Brady's was established in 1985 in Brandon, Florida by Jim Mellody and since then has grown to over 267 locations across the United States. The company does not advertise through commercials, it relies on word of mouth, billboards, and print advertising. The restaurant is dedicated to its customers and being involved in the community through sports, academics and charity events. Beef's legendary steak burgers are made with 100% USDA beef cooked medium well or well done. Each Steak Burger is seasoned with a blend of pepper, garlic and salt, served on a toasted bun with fries. Guests can also "Build Your Own Burger" in a 1/2 or 1/4 pound size made with fresh ingredients and toppings at no extra charge. In addition to burgers the restaurant





places an emphasis on wings with different signature sauces to compliment its boneless or regular wings. It also offers: wraps, sandwiches, salads, and desserts. Menu prices range from \$4.99-\$12.99 and differ based on the customer's location. There are three locations located within 5 miles of Red Robin at Wiregrass mall and four Beef 'O' Bradys' within 5 miles of Red Robin at Citrus Park mall.

Ruby Tuesday

Ruby Tuesday is one of Red Robin's brand competitors that focus on freshness, quality, and good service. The restaurant strives to provide signature Handcrafted Burgers and a full fresh garden bar. All their burgers are made with 100% USDA Choice or Prime ground beef and then grilled that "redefine the American Classic." The restaurant makes it, its business to provide excellent customer service and state that Ruby Tuesday is "our home, and you are the guest." Along with burgers they also offer lunch combos, premium seafood, pasta classics, steaks and chicken, premium sandwiches, desserts, sides, and a kids menu. Ruby Tuesday was founded in 1972 and has more than 900 company-owned and franchised restaurants all over the world.

The restaurant is publically owned and operates with more than 40,000 corporate and franchise team members. There are two locations within 10 miles of the Wiregrass mall in New Tampa and Zephyrhills.

Also, there are 3 locations within 10 miles of Citrus Park mall in Citrus Park, Oldsmar, and Tampa Commons.

Last year the company ended its fiscal in year in May and ended with sales of \$1,194.8 (million) with a 2010 net income of \$45.3 million. The company

also had a 1-year sales growth of 4.3%. The menu prices are higher than Red Robin Gourmet Burgers.

Guests can order food online and they also have "Ruby Tue Go" car side service. The restaurant also believes in giving back to the community and contributes to Feeding America, Blount County

Educational Foundation, and the Ruby Relief Fund.



Product Competitors

McDonald's

McDonald's is the main product competitor of Red Robin Gourmet Burgers. McDonald's was founded in 1940 and since then has become the biggest fast food chain in the world. McDonald's is best known for their burgers and fries that are sold at a very affordable price. The dollar menu is a trademark of McDonald's and offers flavorful burgers, fries, chicken sandwiches and desserts all for a dollar minus the emphasis on fresh ingredients and nutrition content. They now feature "Angus Burgers" which contain 100% Angus beef and come in 1/3 pound portions. The burgers are a healthier or more "real" option to the dollar menu burgers. McDonald's operates and franchises over 32,500 restaurants around the world and had total sales of over \$76.7 billion in 2010 (Poors, 2010). There are five locations within four miles of Citrus Park mall and two within 10 miles of Wiregrass Mall. McDonald's plan to execute its corporate strategy of "Plan to Win" was created in 2003. The plan includes "fixing operating shortcomings in existing restaurants, taking a more integrated and focused approach to growth with an emphasis on increasing sales, margins and returns in existing restaurants, and ensuring the correct operating structure and resources, aligned behind focusing priorities that create benefits for its customers and restaurants." (Poors, 2010) McDonald's has also been rated number 2 out of 25 for the Top 25 most loved brands for children 6-12 years of age. The restaurant offers special kids menu that now include apple dippers, and milk for health conscious parents. The restaurant chain is open 24 hours a day in most location and has fast and easy to use service and menus. McDonald's also participates in numerous charitable organizations and believes it has a social responsibility to citizens across the globe.



Five Guys

Five Guys Burgers and Fries is the main product competitor for Red Robin Gourmet Burgers in the Wesley Chapel area. Jerry Murrell founded the fast food chain in 1986 in Arlington, Virginia. It Five Guys has expanded to over 750 locations in over 40 states and four Canadian provinces and are best known for their quality and taste. The menu is kept





simple with only four items: hamburgers, hot dogs, fries, and soft drinks. Guests also have the option of choosing from more than a dozen toppings that include: onions and lettuce as well as jalapeno peppers, sautéed mushrooms, hot sauce, and barbecue sauce, at no extra charge. This allows guests to make over 250,000 ways of ordering their burgers. Also, only fresh, not frozen, meat is used to make the hamburgers, which are hand-formed and cooked to order, fries are cooked in peanut oil, and meat is never frozen it is only kept in coolers. Five Guys has been Zagat rated for 10 years in addition to receiving numerous awards based on its exceptional taste, quality and service. The restaurant makes estimated annual revenue of over \$200 million and has over 2 million employees. Five Guys does not use commercials in its advertising efforts. Instead its reputation and word of mouth draws in the majority of its business. The restaurant is experiencing rapid growth across the country with many potential franchisees willing to pay upwards of \$300,000 to open a new location.

Generic Competitors	Total Budget Competitors
✓ Frozen Fries	✓ Gas
✓ Ground Beef	✓ Make-up
✓ Hot Dogs	✓ Shoes
✓ Pizza	✓ Clothing
✓ Salad	✓ Books
✓ Ice Cream	✓ DVDs
	✓ Movie Tickets
	✓ Tools
	✓ Oil Change

Technological Trends

Technology is one of the fastest growing and most diverse fields both in the United States and globally as well. In a world where everyone strives for the latest and greatest technology, the restaurant industry is one sector of the market that is quick to adapt to the latest technological trends. By implementing the newest technology into companies, it can and will often times save those companies' time and effort which in return also saves them a ton of money in the process.

For example, some breakthrough technology is being utilized by Charlotte based company ESP Systems, "has decided to help restaurant owners, waiters and customers by linking everyone via a wireless network. In its latest issue, *CIO Magazine* reports that it is now possible to flag waiters wirelessly. Each guest has access to a table-set device, called an 'ESP



Hub,' that allows him to instantly ping his servers. And all waiters carry a special watch that receives messages from the kitchen and the diners in real time." This technology allows a seamless integration and connection between all facets within the restaurant in real time. Do employees want this technology? According to the article, "86% of servers said they would rather work at a restaurant with ESP versus at a restaurant without it, ultimately having positive implications on a restaurant's recruiting, training, and retention efforts. 83% of servers indicated that ESP enables them to make more money, positively affecting a restaurant's recruiting, training, and retention efforts."

What type of technological advances can be expected in the future for the restaurant industry? One very hot topic on the rise right now for future potential implementation is Smartphone checkout swiping - using your cell phone in place of credit cards. Thus, potentially eliminating the credit card industry altogether. Another company that is constantly researching and looking to develop future technology for companies in the food industry is Google. Google has also come up with a new way to track food-borne illness outbreaks accurately and quickly, beating the CDC by over a week in identifying a sickness trend.

A few other more main stream and current technological updates in the restaurant industry are: updates in the restaurant ordering systems, the introduction of online ordering for customers, the use of social media for companies to interact with their fans and expand on their company branding, company websites for online customers to view at all times 365 days a year, Smartphone applications such as Groupon, free WIFI for all customers within restaurant establishments, programs like Skype allow individuals around the world to set up teleconference meetings for free without having to leave their homes and more.



Companies are always striving to become better, faster, more advanced, more efficient at all levels, and with the constant technological advances- this is definitely becoming a reality.



Economic Trends

Inflation:

The increasing costs of goods and products have been a factor in the restaurant industry. The inflation was at an average of 1.64% in 2010, ending with a 1.50% for the month of December. The inflation rate is expected to slightly fluctuate in 2011. Moreover, the food industry had its categorized annual rate for 2010 at 1.5%. American consumers have suffered the consequences of increasing prices for the latter half of the year, which has ultimately affected everything from food, to rent, and gas. Even though the increase in inflation is a good sign for the economy, higher prices affect the purchasing power of Americans and restraint them from many activities such as dining out frequently.

Interest Rates:

As of April 14, the most current prime interest rate for 2011 is 3.25% and it is projected to increase by the end of this year to 4.25%. This increase in the prime interest rate will have an enormous impact in the restaurant industry for the immediate future. Just like other businesses, dining establishments often need to take out short term loans to make up for shortfalls in payroll or other expenses. Therefore, higher interest rates make these expenses more costly as restaurants will have to pay more interest back to lenders.

Unemployment:

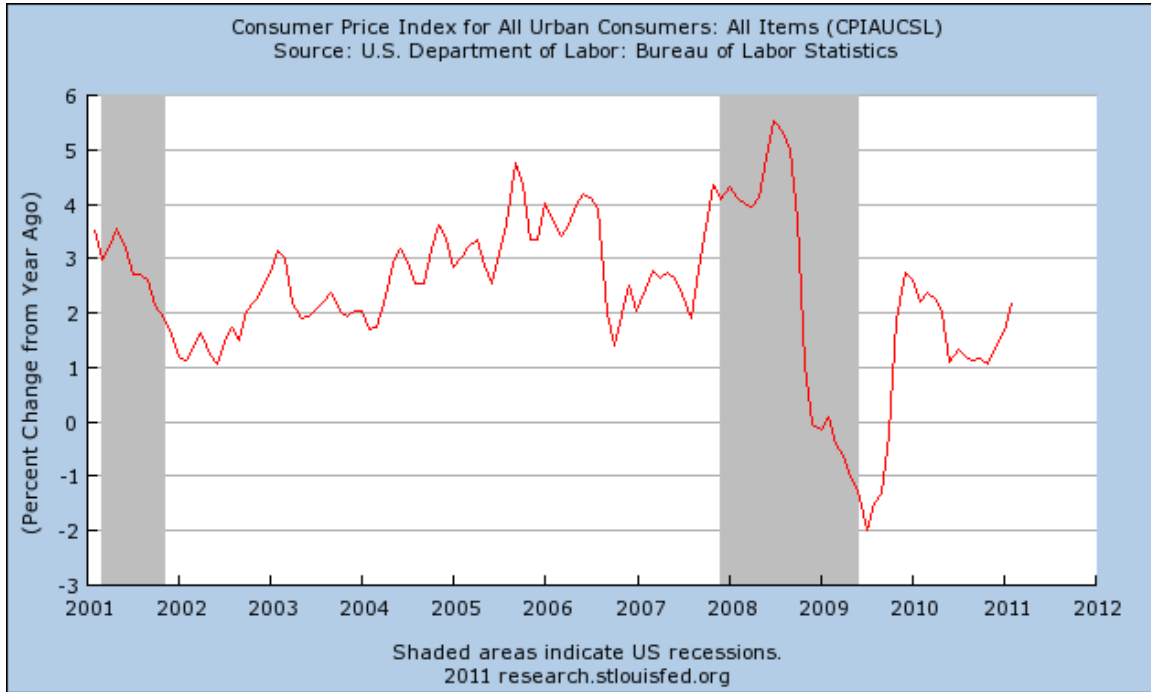
The unemployment rate in the greater Tampa Bay area is currently at 12%, which is a decrease from its previous 12.7%. This percentage change is an indication of improvement in the job market for the city. Even though the state of Florida has over 1.1 million people out of work and a 12% unemployment rate as a whole, Tampa Bay is starting 2011 in a very positive trend compared to other cities across the United States. The nation's unemployment rate is 9.4% and the state of Florida has one of the highest unemployment rates. However, this improvement is expected to continue for 2011 and benefit the food industry as Tampa Bay shows signs of recovery from the recession.

Consumer Confidence:

Even though the restaurant industry has taken a direct hit in the past three years by the great recession, consumer confidence and sales were picking up toward the end of 2010 and the start of 2011. Americans are more optimistic about jobs and the overall improvement signs of the economy. The Consumer Confidence Index is at its highest level since May 2010 with an increase to 60.6 in January



from 53.3 in December. Economists expect the Index to continue to rise during this year of recovery since more consumers are willing to dine out. This graph represents the U.S. inflation rates over the past ten years. This affects the consumer's confidence due to the increase on pricing.



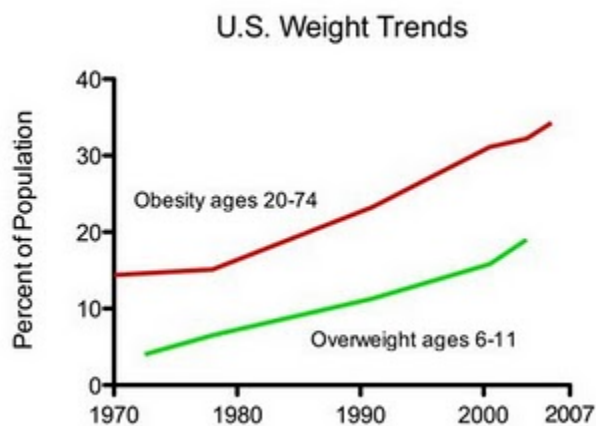
Political, Legal, and Regulatory Trends

Among the restaurant and hospitality industry, Red Robin franchises must comply with a myriad of governmental regulations. Perhaps the most demanding are the rules and regulations of the FDA or – Food and Drug Administration. The main goal of the FDA is to protect the public by providing stringent science based technological standards to insure public health and safety, as well as regular inspections of food manufacturing facilities- to command proper sanitation. The frequencies of inspections vary due to the type of product and facility. Inspections are often coordinated among local and state health regulatory departments through the use of the FDA Food Code. The FDA Food Code provides a standard for institutional food operations and food safety and is updated by the FDA every four years.

The restaurant industry also faces challenges regarding labor and wages. The Department of Labor enforces strict laws adhering to minimum wage standards, although these laws may deviate among different states. There are two main regulatory acts administered by the United States Department of Labor that affect all companies within the restaurant industry. The Fair Labor Standards

Act (FLSA) which implements a standard for minimum wage and overtime pay; This act also prohibits employment of children sixteen and younger as well as restricting job availability in certain areas for those under age eighteen to protect from risk of harm or danger. The Occupational Safety and Health Act (OSHA), which protects employee health through providing a guideline of health standards and regulations that, must be complied with. Recently as of January 1, 2011 the U.S. Department of Labor implemented a new “Wage Order”. This change will affect the way wages are paid to employees to in the restaurant and hotel industries. This new Wage order institutes changes on tip credits, “call-in” pay, and overtime hours concerning anything over a ten-hour work shift. These new provisions took full effect on February 28, 2011.

Lifestyle Trends



According to the Hillsborough County Health Department, 389,589 people are health conscious consumers. Exercise has increased from 70% to 80% of the U.S. population from 1988 to 2007. Even with the number of those health conscious in the country, of the entire United States, the obesity rate has doubled from 1970 to 2007. According to the National Health and Nutrition Examination Survey, Americans are in taking 250 more calories per day since 1970.

Americans are eating more meat; Meat consumption daily has increased since 1970 to 2008. The increase comes mostly from poultry; as a result, offering boneless chicken strips or breasts cooked in healthy environment would interest those healthy consumers.

According to the USDA, Americans are eating more vegetables and fruit. Because of health conscious consumers, offering healthy sides, for example vegetables or fruit, would gain the appeal of those diners.

Demographic Trends

According to the United States census of 2000, there is total population of 2,395,997 within the Tampa Bay area. There is an increase by about 22% since the 1970's of total family households with children 18 years of age or younger residing within the household. However, there was an increase of single mother family households by about 38% while there was only an increase of married coupled family households by about 12%. The average size of family households is 3.07 persons.

Even with an increase in family households, poverty also has increased by around 38% from the years 2000 to 2008. Price has become a large part of family restaurant experience.

Cultural Trends

With the many social networking and technology advancements, many people are connected to companies that they interact with. Through Email, Facebook, and Twitter, companies now have the opportunity to interact with each one of their consumers personally. In addition, Americans have declined to move to new homes simply because technology has made it unnecessary. Consumers no longer need to move around to be connected to work. For example, someone may work for a firm in Chicago but live in Florida, communicating through email and Skype conferences.



The family orientation version of dining has faded away with the fast food and drive thru industries. Every day, more families are not able to afford dining out on a regular basis compared to grabbing burgers at a drive thru. Since families are going with fast food regularly, fewer families are sitting down at the dining table together to eat with each other; families are more than likely to eat when it is convenient to them individually.



Analysis of the Customer Environment

Who?

Red Robin's customers are individuals who desire a healthier, high quality gourmet dining options. The customer base is mainly comprised of families seeking an enjoyable easy paced dining experience. Often Red Robin holds events for birthday parties and little league sports organizations which they proudly sponsor. It is the goal of Red Robin to increase awareness of its core values; Honor, Integrity, Knowledge, and Having Fun among its target market of family consumers.

According to census.gov for the 2009 population estimate, demographics in the Tampa Bay area of the number of children ages 14 and younger total 245,948 with the average family household income of 52,975 dollars. Red Robin focuses on consumer psychographics such as desire for fun, 'craveable' gourmet burgers, great service, and a family friendly atmosphere. It is Red Robin's mission to serve the people, not the food.

Among the dining out industry, the buyers are the primary users often influencing the purchasing decisions as well. In the restaurant industry it is often "buzz" or word of mouth marketing that dictates the volume of consumers. For Red Robin many of the purchase decisions are influenced by the parents and children of the target demographic market.

How Many?

Red Robin has two franchises in the Tampa Bay area. Red Robin of Wiregrass is located at 28222 Willet Way Wesley Chapel, FL 33543 while the Citrus Park Town Center is located at 7982 Citrus Park Town Center Tampa, Fl. 33625. The manager of the Citrus Park location facilitated customer volume statistics for both weekly and daily customer volume. Speaking with Jennifer Anderson, the manager of this market, we were provided with rough estimates of dine in customer frequency. The average volume of customers per week is roughly 2000- 3000 persons while the capacity of the store per day accounts for





200-400 people. Also, Jennifer noted restaurant capacity fluctuates over the weekends as a heavier volume of customers is usually expected. Both locations are centralized within in a shopping mall/plaza, which drives customer frequencies on a variable basis (Jennifer- telephone interview)

What?

Red Robin offers a family friendly atmosphere for consumers to dine in and enjoy a gourmet alternative to traditional fast food/dine in establishments. With a handful of signature dishes, Red Robin also offers alternatives to burgers by providing customizable menu options such as wraps, salads, and soups. With the Nutritional Customizer available through the website guests are able to tailor their menu items even before visiting their local Red Robin! At Red Robin food safety is the number one concern, through practices such as sustainable farming and support of humane animal welfare. Red Robin serves only the top five percent of beef used in the United States.



Where?

Red Robin has been known as the Gourmet Burger expert since 1969. The first Red Robin restaurant was opened in Seattle, Washington. Since then, Red Robin has expanded to over 450 locations across the United States and Canada. Currently, Red Robin features six locations in the state of Florida. The southernmost location is located in Naples, ranging all the way up to Pensacola. Red Robin looks to expand its brand throughout the southeast region. Locally, within the Tampa bay area, Red Robin features two locations - Red Robin of Citrus Park Town Center as well as Red Robin of Wiregrass. All Red Robin restaurants offer dine in and take out options for our patrons.



When?

The frequency of Red Robin inventory purchases fluctuates between different market locations. Although, there is a common theme of bulk inventory purchases when anticipating a busier weekend due to event such as: school graduations, birthday parties, little league baseball team luncheons, business parties, etc. Red Robin consistently provides its consumers with incentives to dine in its restaurants by offering promotions such as coupons for free appetizers or discounted kids meals, etc. Red Robin also runs promotions through its website and social media outlets. By implementing these various resources, the Red Robin located at the Wiregrass Shops was ranked the number one store in sales for the United States for its first six weeks of operations upon opening its doors. At this Wiregrass location the Red Robin management team counts inventory once a week with shipments of inventory, Alcohol and menu ingredients shipped twice a week.



Why and How?

Red Robin offers a fun, enjoyable family orientated environment for affordable gourmet dining. A variety of menu options and alterations are available through the menu and online “Customizer” tool to help best enable the guest to enjoy their dining experience. Several competitors such as Beef ‘O’ Brady’s and Five Guys offer similar concept ideas while also targeting the same general market, however they do not provide the amount of customization or variety for this target market as Red Robin does.

A trend of changing consumer needs has developed over the last few years. Partners among the restaurant industry focus on the dining environment and pace of experience- both of which Red Robin had tailored its stores and service to best provide. Customers prefer to pay in a variety of ways as well all of which can be accommodated by Red Robin- cash or credit card.

Why Non-Consumers?

Red Robin Gourmet Burgers has created a successful campaign targeting health conscious consumers and families. The restaurant however, has only two locations in the Tampa Bay area and six in the state of Florida, which makes it difficult for potential customers to reach. With a driving distance of more than 30 minutes in some areas, patrons are more likely to go to local brand competitors like Beef 'O' Brady's or Ruby Tuesdays which has many locations throughout the area.

Due to Red Robin's position as a family-friendly environment it loses the interest of customers who enjoy eating in a quieter location or rather a mature atmosphere for example, college students and young professionals. A more beneficial approach would be to open more restaurants in the Tampa Bay area in locations such as; Brandon, St. Petersburg, Plant City, Sarasota, etc.





Analysis of Internal Environment

Target Markets

Red Robin Gourmet Burgers' target market consists of middle to upper-middle class families looking for a casual dining experience with an emphasis on fresh and natural ingredients. The company's first franchisees Mike and Steve Snyder were regulars at the restaurant and decided to open up one of their own. Since then, the pair has created the Snyder Group and still feels it's vital to the company to emphasize customer service. In Wiregrass Mall and Citrus Park both restaurants contain children areas, and offer free balloons to kids, and parents can enjoy alcoholic beverages at the bar at reasonable prices. With these benefits and a true Americana vibe, Red Robin has become a place for families to enjoy a night out with a "homey" feel. "When corporate was flailing around, he stayed 'true blue' to the core concept of offering gourmet burgers and fun cocktails, good service that is caring, and a stimulating environment that is clean and inviting" says Snyder.



Image

Red Robin has positioned itself in the casual dining industry as a leader in providing a "gourmet" quality dining experience. Every Red Robin location seeks to provide the utmost customer quality satisfaction as well as "craveable burgers." These approaches to service are staples in the restaurants success and are at the heart of the company's energizing culture and its nearly 32,000 team members across North America. Red Robin has been #1 Zagat rated for best burger at a full-service restaurant for a number of years helping to enhance its reputation. Its focus on fresh, "Honest-to-Goodness" ingredients has proven to capture the attention of health-conscious consumers.



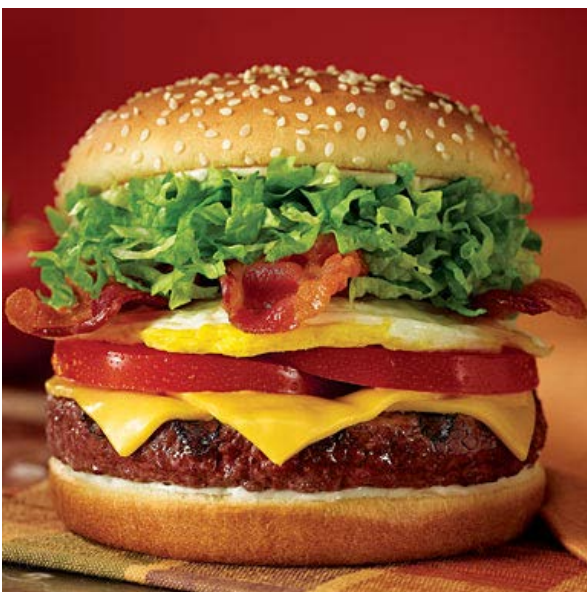


Advertising and Promotional Strategies

Red Robin has created a highly successful advertising campaign to grab the attention of casual dining consumers. Its recent commercials created by its Minneapolis-based agency of record Periscope, use the call and response of the chain's "Red Robin ... Yummm" jingle. The reason the ads are so successful is that there are numerous ways for consumers to answer the call. "We wanted to show people reacting in various stages of their lives and different kinds of groups answering the call. There's a wide palette to work with, and we've just scratched the surface" said Charlie Callahan, vice president and executive creative director of Periscope. (Brandau, 2010) The company's last two quarterly earnings conference calls, executives credited the commercials with helping narrow same-store losses. The restaurant has also created awareness in Tampa, Florida by broadcasting its commercials with new menu items. The restaurant plans to continue with the campaign because it has become synonymous with the restaurant. "Anecdotally, when you talk to guests in the restaurants or tell neighbors that you work for Red Robin, they all say, 'Yummm,' so it's a powerful mnemonic device" said Chief Marketing Officer Susan Lintonsmith. There is a lot of longevity in Red Robin's current advertising campaign and can be directly correlated to the success of the company.

Product and Service Offerings

Red Robin specializes in the gourmet burger in addition to a plethora of alternative choices for consumers. With pride in offering "insanely delicious variety" the Red Robin menu is comprised of



featured signature gourmet burgers such as the Whiskey River BBQ Burger and the Burnin' Love Burger, as well as many other options from appetizers to entrees- and even wraps, sandwiches, soup, and dessert options! Some of these choices include onion rings and an assortment of chips and salsa dishes for appetizers, while fresh salads alongside soup and sandwich combinations attract guest's differing interests. Red Robin features "bottomless" steak fries with select menu items and carries an array of "bottomless beverage" options. Among the bottomless beverages are freshly brewed iced



tea, regular soft drinks, and lemonade concoctions such as the very popular Freckled Lemonade. Red Robin's efforts in providing its guests with a gourmet burger experience and diversity of other delectable menu items moves far beyond menu variety. With a fervent attitude for providing quality ingredients Red Robin has adopted sustainable farming practices to insure only the highest standard of food quality. To keep true to the gourmet burger Red Robin serves only the best ground beef, consisting of the top 5% of all beef used in the United States. Furthermore the beef is never frozen; rather monitored through a unique cold-chain management system in which the beef's temperature is checked every twelve minutes.

A unique service offered by Red Robin, "The Customizer", enables consumers to tailor menu options to their specific needs and wants. "The Customizer" allows guests to customize any menu option prior to ordering or even even visiting the restaurant as it is available through the Red Robin website. The goal if this service is to provide guests with a truly unique and fun experience accounting for all aspects of dining: food allergies, nutritional information, specialty specifications, custom dining!

Distribution and Channel Programs

The Red Robin Gourmet Burger company was established in 1969 in Seattle Washington, with over four decades in the dining industry Red Robin has expanded to over 450 stores across the North American continent. Regionally in Florida there are six stores spreading from the panhandle in Pensacola Fl, through the south to the Ft. Myers location. Locally the Tampa Bay area has locations in Wiregrass Shops and the Citrus Park Town Center, these two locations make Tampa Bay the market leader for Red Robin the competitors. In an interview with a store manager an estimated volume of capacity in a typical week is about 200 to 400 persons and on weekends restaurants can serve 2000 to 3000 people throughout business hours.

Pricing

Red Robin has a variety of menu items that are highly affordable for almost anyone. The basic price range of a Gourmet burger is from \$8-\$10. One of the most popular of the burgers is the Whiskey River BBQ Burger, which has toppings of cheddar cheese, crispy onion straws, lettuce, tomato, mayo and signature Whiskey River BBQ Sauce. Chicken sandwiches and other favorites have a similar price range of \$8-\$10. All Gourmet burgers and sandwiches include bottomless steak fries.



Appetizers include cheese dips, nachos, onion ring stacks, wings, and more that range from \$5-\$10. Entrees including many delicious meals like the Grilled Chicken Pesto Pasta and Triple S Riblet Basket range from \$10-\$12 and the items have either one to two side items. A slightly regular salad is the Mighty Caesar Salad, which is only \$6; however, if you are interested in larger option as an entrée, the Cobb Salad is only \$11. Kid meals are very reasonable at prices around \$5. Desert offerings from this establishment include the mouthwatering Mountain High Mudd Pie or Hot Apple Crisp at a price of \$5.99 and another lower price substitute of \$2.99 for a Hot Fudge Sundae.

Beverages at Red Robin are far from the absolute delight and they of course are bottomless. Many choices include soft drink beverages, fresh-brewed tea, root beer floats, freckled lemonade and more. The price range of these items starts as low as \$2.39 for the regular soft drink and up to the low \$3.99 of a specialty beverage. Another great item to go with an entrée at Red Robin is a shake or smoothie, ranging from \$4-\$5. Alcoholic



beverages are no different on this low price category, specialty alcoholic items value between \$5 and \$8.

Public Relations & Publicity

The Gourmet Burger expert since 1969, Red Robin first established in Seattle, Washington, little to know there would be more than 450 restaurants throughout the United States and Canada forty years later. In the June 2010 ZAGAT Survey of Top Restaurant Chains, Red Robin was named as having the best burger in the full-service restaurant category.

Red Robin only recently established in the Tampa Bay scene. On August 30, 2010, Red Robin had its grand opening in the Citrus Park Plaza. On November 15, 2010, Red Robin premiered its new established to the Wesley Chapel area in the Shops at Wiregrass Plaza. During the first week of the grand opening of a Red Robin establishment, Red Robin gives away free child identification kits and donates 50 cents of every burger sold to the National Center for Missing and Exploited Children.

Financial Performance

Red Robin Gourmet Burgers has been the Gourmet Burger expert since 1969, when the first Red Robin restaurant opened in Seattle, Washington. Now, Red Robin has more than 450 restaurants across the U.S. and Canada. Red Robin operates both as a privately owned company but it also allows for investors to open up their own franchises as well.



Red Robin focuses not only on providing its customers with a family friendly gourmet experience but also by offering its guests a vast selection of food alternatives on its menu as well such as: burgers, wraps, sandwiches, soups, salads, various appetizers and more. More importantly, many of Red Robin's food items can be customized specifically for guests with special dietary needs. By being able to offer such an extensive menu that can accommodate such a wide variety of customers, Red Robin has been able to expand its market share by successfully serving as many customers as possible.

Red Robin can be found on the Stock Exchange under (RRBG). As the stock market graph above indicates, Red Robin has had a continued track record of steadily increasing shares for the last 3 months. As of April 14th, 2011, RRBG was trading at an amount equal to \$26.45 with a volume of 244,970 shares. According to Red Robin's financial statements listed on their website, for the fiscal year 2010, Red Robin generated total revenues of \$864 million. As of the end of the fiscal year on December 26, 2010, the system included 450 restaurants, of which 314 were company-owned, and 136 were operated under franchise agreements with 21 franchisees. Red Robin also did not declare or pay any cash dividends on their common stock during 2010. They currently anticipate that they will retain any future earnings for the operation and expansion of their business or to pay down debt.





Career Opportunities

Red Robin is known to many as a very high quality dining establishment that offers its customers a selection of the best tasting and customizable gourmet burgers available. Red Robin also firmly believes that its team members are its strongest asset and without these dedicated employees, the company's continued success would not be possible. By implementing each store with employees that live and believe the four values that are the heart and foundation for the company: Honor, Integrity, Continually Seeking Knowledge, and Having Fun, Red Robin has enjoyed continued success.



Red Robin also experiences continued success with its franchises. Franchise agreement typically grants the franchisee an initial term of 20 years and the option to extend the term for an additional 10 years provided the franchisee satisfies certain conditions. Under the current form of area development agreement, a franchisee must pay a \$10,000 area development fee for each restaurant that the franchisee agrees to develop. When a franchisee opens a new restaurant, pursuant to the development agreement, Red Robin collects an additional franchise fee of \$25,000.

As of December 26, 2010, there were Red Robin restaurants in 40 states and 2 Canadian provinces. 2010 was a period of positive transition for Red Robin, during which the company implemented a number of governance and management changes to deliver strong, sustainable, best-in-class improvement in its operating and financial performance. Red Robin also added four new independent board members, and appointed a new chief executive officer, Stephen E. Carley.

Technical Capabilities

Red Robin has outstanding media programs to reach a vast majority of its consumers. All of its restaurants offer a wide variety of social media options that promote their menus, daily specials, as well as promotions of coupons and discounts. Red Robin's friendly user website provides direct links to the most currently used social media sites. For example, the customer can access to the company's Facebook, where they have 138,956 customers that follow Red Robin's specials, events, careers within the company, and networking among its consumers. Also, its main website offers the option of Twitter, where customers can interact with live comments and suggestions amongst themselves and employees



as well. Another great use of technology is their direct to YouTube, where they showcase its latest commercials and promotions. Red Robin’s final social media outreach is through LinkedIn, a professional site, where its customers can easily communicate with a vast majority of Red Robin’s employees by networking. Furthermore, Red Robin offers an outstanding program called “Tell Us How We Did. We’re listening”, where the server gives a certificate number with his/her name and the opportunity of taking a quick survey about the service and quality of their dining experience. This great promotion entitles the customer with the chance to win cash and other items by participating and making comments and suggestions in the survey. Red Robin strives to make each experience exceptional to each and every one of its customers. This opportunity helps Red Robin tremendously since they are obtaining very important feedback from its consumer base about the well given service, the delicious taste of their gourmet burgers and the overall experience in a family environment. The use of social media network increases its customer retention and increases the sales and the marketing of the brand in a more accessible and faster way.



Available Resources

Red Robin’s resources are very convenient throughout the whole company. Red Robin’s resources are varied from top to bottom. As a corporation, they provide support to their respective franchises around the country by facilitating them with all the equipment necessary to expand its business. As one of its main vendors, Radiant provides Red Robin with the bright-screen P1520 touch screen POS terminal with Intel Celeron M processor and integrated electronic payment capabilities. Red Robin uses Radiant’s Aloha TableService POS software and its MenuLink program with inventory; profit-and-loss tracking and electronic data interchange functions. Radiant offers an outstanding





resource to Red Robin when it comes to its ordering making abilities in a fast and accurate way.

Red Robin's corporate offices, located in Greenwood Village, Colorado, provides many resources to the all the restaurants and all of its employees from each respective Red Robin Franchise. They provide complete training to all its employees and outstanding marketing and advertising programs to expand the great casual-dining experience to all families in the United States.

Production Capacity and Location

In an interview with a store manager an estimated volume of capacity in a typical week is about 200 to 400 persons and on weekends restaurants can serve 2000 to 3000 people throughout business hours. Within Tampa there are two Red Robin locations, one in Wiregrass and another in Citrus Park. Both locations are within the heart of high public traffic areas. The Red Robin Wiregrass Shops is located at 28222 Willet Way Wesley Chapel, FL 33543. The Citrus Park Town Center location is located at 7982 Citrus Park Town Center Tampa, FL 33625.





SWOT Analysis

Internal Strengths

Statement of Internal Strengths	Company Performance					Importance					Weakness Index Number
	1=Minor	2	3	4	5=Major	1=Low	2	3	4	5=High	
1. Products contain fresh ingredients					X					X	25
2. Different menus to suit guest needs				X					X		16
3. Revenue for 2010 fiscal year			X						X		12
4. #1 Zagat Rated				X				X			12
5. Family Friendly					X					X	25
6. Unbridled Acts					X					X	25
7. Tampa Locations				X						X	20
8. Call and Response campaign					X					X	25

1. Red Robin Gourmet Burgers offers guests farm fresh, high-quality produce that have been hand selected by suppliers. All ground beef is 100% select, fresh, never frozen, natural grain-fed, domestic beef that exceeds USDA standards.
2. Guests are able to change menu items to suit their dietary and nutritional needs. Red Robin also provides guests with an allergen menu as well as gluten free/wheat free menus online.
3. Red Robin Gourmet Burgers made revenue of \$864.3 million for the fiscal year ending December 2010. (Standard and Poors , 2011)
4. Red Robin Gourmet Burgers has been #1 Zagat Rated for Best Burger in a casual dining setting since 2009.
5. The company is well known as a family friendly restaurant.
6. Red Robin uses “Unbridled Acts” as its approach to extraordinary guest services. Through “Unbridled Acts” or random acts of kindness employees earn rewards but it also adds to guest appreciation.



7. Red Robin Gourmet Burgers recently opened two Tampa Bay locations in great middle & upper class family areas.
8. Red Robin created a successful advertising campaign with call and response commercials (i.e. Red Robin...Yum!)

Internal Weaknesses

Statement of Internal Weaknesses	Company Performance					Importance					Weakness Index Number
	1=Minor	2	3	4	5=Major	1=Low	2	3	4	5=High	
1. Expansion in Florida					x				x		20
2. Breakfast Market			X					x			9
3. Product knowledge			X						x		12
4. Development of Social Media				x						x	20
5. Family Oriented Market				x					x		16

1. Red Robin only recently started expanding in Florida this past year, with six locations throughout the state ranging from Fort Myers to Pensacola.
2. One of the leading restaurant markets is breakfast and Red Robin is not positioned among this market.
3. Red Robin has differentiated itself as “Gourmet” Burger dining, offering product customization but this is little known by the mass target market.
4. With a great company page on Facebook, Red Robin is struggling in social media outlets, such as twitter in obtaining followers and developing a Youtube channel.
5. The primary target market is family oriented. They are missing out on college student target market.



External Opportunities

Statement of External Opportunities	Attractiveness					Success Probability					Opportunity Index Number
	1=Low	2	3	4	5=High	1=Low	2	3	4	5=High	
1. Target market growth					x					x	25
2. Secondary market growth				x					X		16
3. To-Go Dining					x				X		20
4. Community Support				x				x			12
5. Healthy Menu Options			x					x			9

- 1) The target market of families with children under the age eighteen accounts for 56% of households in the greater Tampa Bay area and rising.
- 2) The secondary market of consumers seeking affordable quality dining is growing with households spending 42% of out of home consumption dining out.
- 3) With a threat of fast food establishments, the availability of Togo services via call ahead is important for consumer convenience in today's fast-paced society.
- 4) Develop community support by furthering their commitment to the community through extracurricular programs, such as, Boys and Girls Club, YMCA, and Little League Teams.
- 5) Gain the market share of health conscious consumers by offering healthy customizable menu options.

External Threats

Statement of External Threats	Likelihood of Occurrence					Seriousness					Threat Index Number
	1=Low	2	3	4	5=High	1=Low	2	3	4	5=High	
1. Current Economy					X					X	25
2. Increased competition				X					X		16
3. Shift in Consumer Tastes			X				X				6
4. Increased gas prices					X				X		20



1. With the consistently negative trend of our country's economy, consumers have shifted their spending priorities more towards immediate needs than wants. Dining out, especially as a family, is typically more expensive than other alternatives.
2. The range of competitors is continually increasing with companies such as Ruby Tuesdays, Chili's, Five Guys, McDonalds, Burger King and other immediate dining alternatives available that are making it a very difficult environment for companies to successfully and strategically compete in.
3. Consumers are more aware and health conscious than ever before and may look for other dining alternatives that offer a more defined, health conscious menu and dining experience.
4. Increasing gas prices will immediately affect many aspects of Red Robin's supply chain and shipping facilities. Red Robin prides itself on serving the freshest product available but this does not come without noticeable associated costs.



Issues Analysis

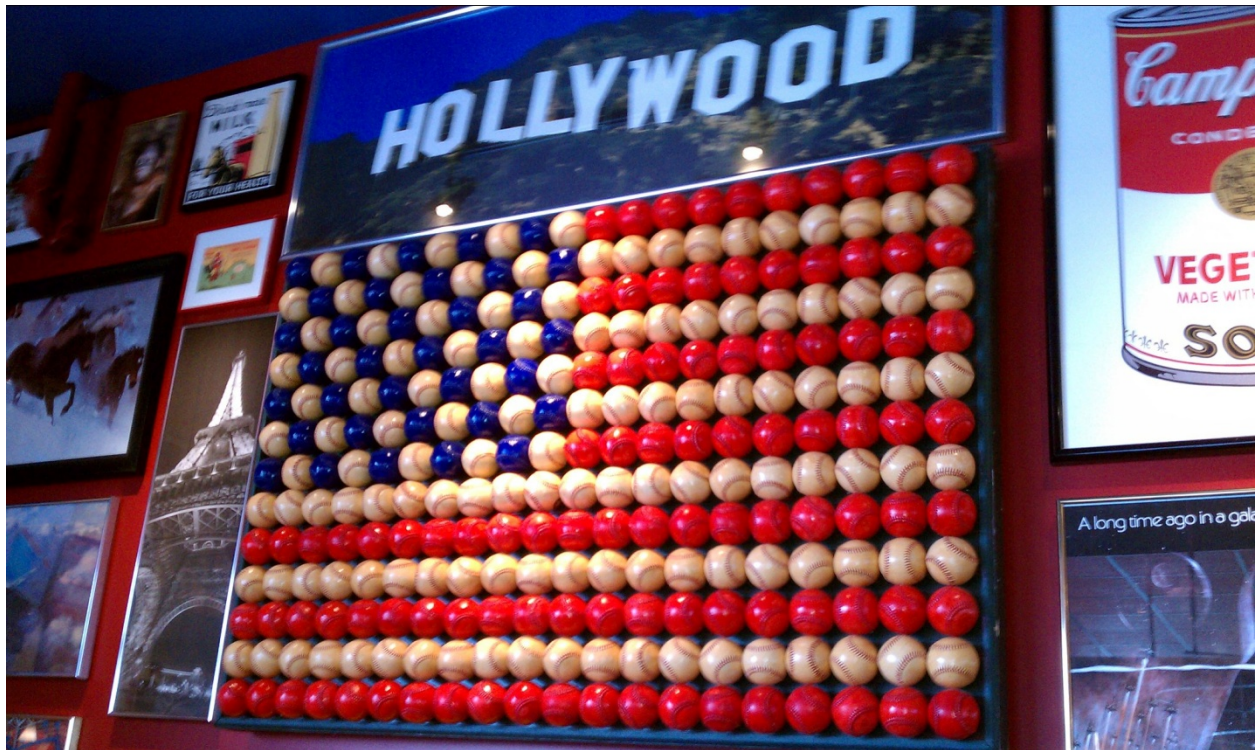
Red Robin has the majority of its locations in a wide variety of locations throughout the United States and continues its expansion efforts in the state of Florida by focusing in the greater Tampa Bay area. Even though the current recession in our country has affected many industries, Red Robin plans on expanding its great family dining experience and excellent customer service to South Florida. Therefore, it is important to identify the issues facing Red Robin in order to adjust and design new goals and strategies in the new market.



One of the biggest factors that can affect Red Robin's expansion is the shift that consumers have had with the current negative trend of the country's economy. Dining out has become more of a want than a need for many individuals as well as for many families. Therefore, that is where Red Robin comes in to play and offers a great high quality dining experience at a very affordable price by focusing on a family oriented environment. As a result, our customer target is a very common demographic among our industry competitors that also focus on the family oriented dining experience. Some of these competitors are also increasing their marketing efforts to expand their own restaurants to the same consumer base. Red Robin's direct competition includes companies such as Ruby Tuesdays, Chili's, Five Guys, McDonalds, Burger King, and other immediate dining restaurants that are also on the rise.

Moreover, the continuing rise of inflation will also affect Red Robin's operations for sourcing its products and the shipping facilities due the promise of having fresh ingredients to the customer. Not only that, but also the continuing rise of gas prices will be a factor in the transportation cost of ingredients, maintenance, and fixtures to the restaurants. In addition, high gas prices will definitely continue to be a big issue with its constant increase within the past two months and expected prices

continue to rise due to the political instability in the Middle East. Therefore, the number of customers to Red Robin might decrease since many of them will decide to save by staying at home and possibly preparing their meals from their own comfort. On the other hand, Red Robin offers a great variety of good quality meals at an affordable price and its location will be convenient to many consumers. Another important factor to consider is the shift in the taste and preference by the customers of eating a healthier type of fast food rather than the ones our competitors offer. Red Robin offers a better quality dining experience, which contains a better and healthier gourmet dining meal for the entire family.



Marketing Goals and Objectives

Marketing Goals

- Increase awareness of menu items that can be tailored specifically to customers with food allergies
- Increase company support by creating parental awareness by hosting a weekly "Kids Night" where children eat free
- Sponsor student brand ambassadors to increase parental and student company awareness
- Make customer relationships a top priority to increase brand loyalty and word of mouth
- Collaborate with other local companies for cross-promotional campaigns to introduce our brand to new client demographics that you may not already be directly affiliated with
- Continuously stay involved in the local community through charity involvement and sponsorships of youth athletic leagues



Marketing Objectives

- To increase weekday dinner sales by at least 10% starting 2011
- To increase total number of customers by 10% for 2011
- To increase non-burger dinner entree sales by 10% for 2011
- To increase net income by at least 5% every year starting 2011
- To open one location per major shopping district in the Tampa Bay area each year starting 2011

Marketing Strategies

Target Market Definition

The geographic segmentation is going to be the Tampa Bay Area consisting of Hillsborough, Hernando, Pasco, and Pinellas Counties. The population of persons living in the combined Tampa Bay area is upwards of 2,702,390 and 1,167,116 of which belong to Hillsborough County according to the 2009 population census estimate by census.gov. Additionally, the average household in Tampa Bay is 2.41.



Primary Market: Families account for 56% of households in the Tampa bay area according to the 2009 census.gov estimates.

- The demographic segmentation is the average size of family households is 2.97 people. According to the census.gov as of the year 2009, the total residences in the Tampa Bay area totals 2,652,519 with Hillsborough county accounting for 1,148,864 occupied residences.
- The benefits sought segmentation focuses on family orientated households seeking a child friendly restaurant environment and affordable dining.

Secondary Market: Focus on Families and individuals seeking affordable quality dine in/out options.

- The demographic segmentation is people who dine in rather than dining at fast food establishments. As indicated by the Economic Research Service U.S households spent 42% of food consumption at out of home establishments.
- Benefits sought: Health conscious consumers seeking a restaurant that offers high-quality items on their menus at an affordable price allowing them to eat, drink, and relax.



Strategy Statement

Positioning Statement



Red Robin Gourmet Burgers intended position in the market is to establish itself as a healthy and delicious substitute for the casual dining experience. Red Robin Gourmet Burgers strives to provide the highest quality ingredients in a family friendly environment to help promote healthier lifestyles in the Tampa Bay community.

Value Proposition

Company and Product	Target Customers	Benefits	Price	Value Proposition
Red Robin Gourmet Burgers	Family oriented consumers that are looking for an affordable, family oriented, gourmet dining experience	Individually tailored gourmet meals that features a memorable family dining experience at conveniently located facilities	Average pricing in comparison to other direct competitors	Gourmet substitute for the family oriented consumers that seek high quality affordable meals at a family oriented atmosphere





Marketing Implementation

Action Plans

1. Children's Night

Objective: To increase family activity

Target Market: Children 12 and younger

Description of the Program: Families who bring children 12 and younger on Wednesday nights will receive a 15% discounted entree and a complimentary children's dessert. We would implement commercials on Hulu advertising the program.

Who: Red Robin's corporate marketing department as well as the franchise managers that will overlook all in store discounts.

Timing: Start of summer 2011 until the start of the fall school year

Budget: Cost per 1000 impressions on Hulu is about \$30. To reach 500,000 people in Tampa via Hulu, the budget is \$15,000.

Measurement: The bundle will be measured by the percentage increase in dinner sales through summer 2011.

2. Red Robin Customizer "App" Campaign

Objective: To generate awareness of Red Robin's customizer iPhone application through viral media campaigns.

Target Market: Health conscious or food allergy consumers

Description of the Program: Red Robin will utilize viral media campaigns showing how the customizer is used and the benefits of this option for our customers. Promotion of the customizer campaign will be pushed through direct mail and implemented into our already existing campaigns to sustain customizer awareness.

Who: Red Robin's corporate marketing team.

Timing: Indefinitely

Budget: Facebook advertising costs to promote application at **\$5,000** (\$0.50 per 1000 impressions and reach 10 million people). The application already exists so no creation costs necessary. Youtube, Facebook, and Twitter profiles are free of charge. Intern in the Marketing department would be in charge of blog posts and updating all social media profiles. The internship is unpaid therefore the intern(s) would receive class credit.



Measurement: By tracking user statistics from the date of our implementation. Red Robin will measure success by customer satisfaction reports and surveys.

3. Customer Retention and Referrals

Objective: To increase customer loyalty and referrals through direct marketing.

Target Market: Family households within the Tampa Bay area

Description of the Program: Sending direct mail promotional fliers that contain 12% discounts off meals and a complimentary “Towering Onion Rings” for customers who bring the flyer into the restaurant.

These will be sent to households within a 10 mile radius around a particular restaurant.

Who: Franchise managers for the two Tampa Bay store locations.

Timing: 6 months out of the year (February-August)

Budget: (.098 per flyer * 10,000 prints= Total \$984) (Flyer)

Measurement: Each promotional coupon will feature a specific barcode that can be tracked when customers check out.

4. Red Robin Little League

Objective: To increase community involvement within the Tampa Bay area among little leaguers and their families while promoting our brand.

Target Market: Families with children involved with sports.

Description of the Program: Sponsor a little league team within the Tampa Bay community to families and children by promoting healthy activities and healthy meals.

Who: Franchise managers for the two Tampa Bay store locations in collaboration with the city park management.

Timing: Weekends during little league baseball season.

Budget: Sponsorship price of \$300 for spring season and includes the company name printed on the back of each player’s game shirt, you will receive a team photo plaque to display at your business, and banner hung on the field. (Little League Online)

Measurement: Maintain a list of members that attend the games and offer discount to those families immediately after the games at our Tampa Bay locations.



5. Suburban Red Robin

Objective: Open more Red Robin Franchises around suburban areas of Tampa Bay. One of the main targets is the Brandon area and also the Dale Mabry area, which is a very well commuted region.

Target Market: Working families with children who enjoy a quality casual dining experience.

Description of the Program: The program will begin by promoting and advertising the brand in these areas. Then, the program will expand with one location in Brandon, Florida and also another one by Dale Mabry Highway in the heart of Tampa Bay.

Who: Franchise managers for the main two locations in Wiregrass and Citrus Park along with Red Robin's Marketing and Real State department.

Timing: Project phase 1 will begin construction in Brandon Fall 2011 and expand to Dale Mabry in the next two years.

Budget: \$200,000 – Grand opening costs for marketing will budget at about \$100,000 per location for Facebook, television, and direct mail advertising.

Measurement: Work closely with the Franchise Managers and the Marketing department in the corporate offices.

6. Red Robin Database

Objective: Create a database that uses loyalty reward cards to collect demographic information.

Target Market: Current customers and new customers

Description of the Program: Using the loyalty reward program cards to collect data about the customer (i.e. food choices, age, location, number of visits) to use toward marketing initiatives.

Who: Franchise managers and assistant managers.

Timing: From present day throughout entire expansion phase.

Budget: No additional cost

Measurement: Give current customers cards that will serve as referrals for new customers, while still giving the current customers a special discount.

7. Red Robin Pro Sports

Objective: To promote the Red Robin brand through advertisements on city's professional sport teams.

Target Market: Sport fans of all ages with a focus on families.

Description of the Program: Push intense advertising and marketing of Red Robin at Buccaneers, Rays, and Lightning home games in Tampa Bay and Saint Petersburg that require audience participation.



Who: Red Robin Company and Managers in the Tampa Bay area.

Timing: For an entire year since all three sports overlap with their respective seasons.

Budget: Estimated at about \$300,000 for each season per stadium. Therefore, the yearly cost will be \$900,000.

Measurement: After the marketing implementation at the stadiums, Red Robin will closely follow the increase in sales percentage.

8. Red Robin "BULLS"

Objective: Create awareness amongst the younger demographic (i.e. college students at the University of South Florida).

Target Market: College students looking for an authentic American casual dining experience to enjoy with friends, colleagues, and family at an affordable price.

Description of the Program: Offer 10% student discounts to students who attend any USF campus in Tampa, Lakeland, Sarasota, and St. Petersburg on entire meals.

Who: Franchise managers from the two main locations in Wiregrass and Citrus Park.

Timing: Throughout the entire expansion phase.

Budget: No additional cost to marketing since it is an opportunity cost.

Measurement: Involve the students at the respective campuses by offering samples and obtaining surveys about our product and brand.

9. Happy Hour at Red Robin

Objective: To generate more revenue at the bar by offering specials on drinks.

Target Market: Young professionals, college students, and adults with children.

Description of the Program: Offer two-for-one drink specials (2-4-1's) on certain specialty mixed drinks, and drafts.

Who: Franchise Managers working alongside the bartenders.

Timing: All day, from open to close.

Budget: No additional marketing cost.

Measurement: Focus attention on the increase of alcoholic beverage sales at the implementation of the all day happy hour special.

10. Red Robin's Philanthropy

Objective: To sponsor community service events around the greater Tampa Bay area.

Target Market: Middle school, High School, College students and their parents.

Description of the Program: Offer employee services during philanthropy events and certain social events at the University of South Florida such as: S.O.S., Relay for Life, and Homecoming.

Who: Franchise manager and community service leaders of the Tampa Bay area and different USF campuses.

Timing: Depending on the date of the event.

Budget: [6 employees x \$10.00 an hour x 5 hours] = \$300 per event * five events = \$1500 + marketing costs relating to banners and promotional items at approximately \$1000 = **\$2500**.

Measurement: Update and promote these events through all Social media outlets in order to create involvement and commitment from Red Robin's customers as well as employees. Measure the increase sales two weeks following the events.





Marketing Budget

Children's Night	iPhone App Marketing	Customer Referrals	Little League Red Robin	Suburban Red Robin
\$15,000 1.3%	\$5,000 ~1%	\$984 ~1%	\$300 ~1%	\$200,000 17%
Database Demographics	Pro Sport Advertising	College Student	Happy Hour	Community Service
No additional 0%	\$900,000 80%	No additional 0%	No Additional 0%	\$2,500 ~1%

Total Budget Expenditures: **\$1,234,784**

Red Robin's marketing budget is focused on the full advertisement of its brand and product on all company owned and franchised restaurants. As required by the corporate offices, each Red Robin restaurant must invest close to 5% of its monthly gross sales on marketing expenses throughout the region. This advertisement costs are imperative for the company's expansion success in the greater Tampa Bay area since it will be an outstanding investment in a region filled with growth opportunities. In addition to providing an incredible casual dining experience for its new customers, advertising the Red Robin brand will be the company's main objective during the expansion phase in the Tampa Bay area.

The total budget expenditures are a rough estimate according to the action plans during the Red Robin's expansion phase. The highest amount for the marketing expense is the investment in the Pro Sports Advertising program, which will totaled \$900,000 or about 80% of its entire expansion budget. This program will take most of the budget since each professional sport team requires \$300,000 per year for full advertisement contract of the Red Robin's brand and products to the entire fan base in the Tampa Bay and Saint Petersburg area. The Red Robin advertisements in these sport venues will provide the highest return on investment percentage sales from the entire expansion marketing campaign. It is also important to emphasize that most of its marketing expenses have no additional cost since those are opportunity costs that will create potential growth opportunities but advertising at the same time. Red Robin's marketing budget of \$1,234,784 is expected to create immediate positive results.



What We Learned

Johnny Burns

Over the course of this entire semester, the marketing plan for Red Robin has helped me gain a great appreciation for business. After switching my major to marketing, this project helped me better understand what goes into marketing goals and objectives. In addition, I gained valuable teamwork, organizational, communication, and time management skills, all of which came necessary to working within our group. I found that working within a group can be difficult but by focusing on the four characteristics described above, it is possible to structure a group team with a positive workflow.

Chris Grosser

The Red Robin marketing plan has taught me quite a substantial amount of information. I initially went into this project without much prior knowledge or experience concerning proper methods for researching companies or how to target specific markets. One of the most difficult challenges for this project was keeping everyone engaged and working together towards a common goal. More specifically, it was very important that the group kept a constant feed of communication between one another via phone calls, texts, or emails to ensure that the project is always consistently progressing positively forward. The biggest lesson learned was to make sure that you pick teammates that are willing to meet whenever needed and are responsible enough that you can rely on them to complete what they say they will. Otherwise, your project and the entire group will never have the opportunity to receive the grades that they deserve.

Garett Guzman

This project has truly helped me gain a greater understanding and appreciation for the business world and Marketing. I have learned the importance to which marketing strategies and tactics affect a business and all other areas of operations, as a cohesive clear marketing plan is the foundation for any business offering a product or service. Additionally, I have learned working among a group for a singular goal requires great communication, coordination, and time management. I have learned to use my creativity tactfully and how to research meaningfully.

Saul Marin

The Red Robin marketing plan has helped my marketing skills tremendously when it comes to doing business with a very successful company. I learned imperative marketing concepts about marketing and



advertising the brand and the product with different approaches and ideas for a successful expansion. Moreover, I polished my teamwork skills with my group in a business professional approach which allowed us to complete all our objectives in timely manner. Researching about Red Robin was one of the most entertaining parts of the marketing plan since it taught me the importance about obtaining all the correct facts and information in order to make a relevant decision about the expansion of our business.

Sasha Wallace

Through the creation of this marketing plan, I have learned more about my strengths and weaknesses when working with a team. I have learned to listen that is important to vocalize my opinions but also listen to the opinions of others. Without proper communication, the group loses precious time towards the completion of the project. I have also realized the significance of a company having a marketing plan to and how much research goes into creating one. I understand now how thorough I have to be in my work and realize that getting current, up-to-date, and valid information is key to the future success of the business.





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