

Business Plan

Tina's Restaurant- Japanese Cuisine

Name of the Student

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Introduction

Tina has chosen White Oaks, London, Ontario as the location for her restaurant and has selected Japanese cuisine as the cuisine of her choice. More particularly, her restaurant will be a sushi restaurant and will be called “Sakura Sushi”. This is primarily done to cater to the population of Asians in the area (as stated in the given case) as well as to introduce the local population of White Oaks to the world of Sushi.

SWOT Analysis

Strengths (Phadermrod, Crowder & Wills, 2019):

- Unique dishes offered in the menu when compared to other restaurants in the area.
- Capability to cater to a diverse and regular customer base who have different dietary needs and preferences with their food.
- The advantage of strong and robust brand recognition and reputation for high quality sushi dishes with locally sourced ingredients. Locally sources ingredients used to make healthy food is also a trend as per tina’s analysis in the given case.
- Convenience of location as an outlet can be opened within the White Oaks Mall, which would attract a high volume of foot traffic.
- The availability of top employers such as London Health Sciences Centre, Forment Industries (Magna International) and Nestle Canada located in the south side (as stated in Appendix-3 to the case) would lead to increased traffic.

Weaknesses:

- Moderately high competition from other restaurants in the area which are offering similar cuisine since the area has a higher population of Asians.
- The possibility of limited seating capacity within the restaurant due to being situated in a mall.
- There would be a certain degree of dependence on the shopping mall for customer traffic.
- Sushi ingredients can be quite expensive and potentially lead to higher menu prices.

Opportunities:

- The ability to expand the menu to offer additional Japanese dishes and cuisine options.
- Increasing catering services to local organizations, businesses, and events.

- Development of a loyalty program that would encourage repeat or regular customers.
- Expansion of the restaurant's social media presence in order to attract a younger customer base.

Threats:

- Possibilities of economic downturns or recession or changes in consumer behaviour which could impact sales and resultantly revenues.
- The possibility of negative reviews or customer experiences that can damage the restaurant's goodwill or reputation.
- Increases in the cost of locally sourced ingredients and other supplies can negatively impact profit margins of the restaurant.
- The dynamic nature of food safety regulations and laws can result in an increase in the costs and compliance requirements.

Competitive Analysis

The three primary competitors for the sushi restaurant in White Oaks, London, Ontario, Canada:

Kawa Sushi – This is located within a ten minute drive from White Oaks Mall, Kawa Sushi is also known for offering a variety of sushi options and Japanese cuisine (Kawa Sushi, 2023).

The marketing mix includes:

- Product: They have a wide selection of sushi rolls, sashimi as well as other Japanese dishes.
- Price: Their prices are competitive with average menu prices.
- Promotion: They employ social media presence, loyalty programs for regular customers as well as occasional specials.
- Place: They have a physical location with the option to dine-in and takeout.

Mac's Sushi – This is located inside the White Oaks Mall, Mac's Sushi offers a lucrative fusion of Japanese and Korean cuisine (Mac's sushi, 2023).

Their marketing mix includes:

- Product: They have a combination of sushi and Korean cuisine.

- Price: Their pricing is moderately high when compared to other sushi restaurants in the area.
- Promotion: They have an active social media presence with regular posts, events promotions, and other forms of customer engagement.
- Place: They have a physical outlet with dine-in and takeout options for their customers.

Sushi Galore – This is located within the same White Oaks Mall, Sushi Galore primarily offers a variety of sushi options as well as other options in the Japanese cuisine (Sushi Galore, 2023).

Their marketing mix includes:

- Product: They offer a wide selection of sushi rolls, sashimi as well as other Japanese dishes.
- Price: Their pricing strategy focuses on being affordable with average menu prices.
- Promotion: They have a strong social media presence, occasional specials in the menu and discounts, and a loyalty program for regular customers.
- Place: They have a physical outlet within the mall with dine-in, takeout, and delivery options available.

Each competitor in the market has unique aspects of their marketing mix that appeal to different segments of customers. The sushi restaurant in White Oaks, London, Ontario, Canada would have to consider such factors and adjust or amend their marketing mix accordingly to effectively compete in the above market.

Customer Segmentation Analysis

The Segmentation Chart profiling three customer segments for the sushi restaurant “Sakura sushi” located in White Oaks, London, Ontario, Canada:

Segmentation bases	Segment 1: Health Enthusiasts	Segment 2: Young Professionals	Segment 3: Young Families
Geographic	Reside in Local Area	Reside in Local Area	Reside in Local Area
Demographic	Aged 25-45	Aged 20-35	Parents with Children
Psychographic	Health-Conscious	Busy Lifestyle, Convenience oriented	Family-oriented

Behavioural	Willing to pay a premium	Willing to pay for quality	Willing to share
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Segment 1: Health Enthusiasts

- This segment comprises of health-conscious individuals who are willing to pay a premium for fresh, healthy sushi options (Nakano & Kondo, 2018).
- These customers are likely to be interested in menu items that employ high-quality, fresh ingredients and that are lower in calories and fat. Locally sourced fresh ingredients would also be an additional advantage for this segment.
- In order to cater to the needs of this segment, the sushi restaurant should focus on offering a variety of healthy and light food options, such as brown rice sushi, sashimi, and vegetarian rolls.

Segment 2: Young Professionals

- This segment is comprised of busy, young professionals who value convenience and are willing to pay for quality food (Dogan, Ayçin & Bulut, 2018).
- They are likely to be interested in a wide variety of sushi options, including both traditional and modern fusion rolls.
- To satisfy this segment, the sushi restaurant should focus on offering quick service, convenient take-out options, and a variety of lunch specials and happy hour deals.

Segment 3: Families

- This segment of customers is family-oriented, with parents looking for a fulfilling and enjoyable dining experience for their children and family (Ballestar, Grau-Carles & Sainz, 2018).
- This segment is likely to be extremely interested in a variety of sushi options that cater to both children and adults.
- To cater to the needs of this segment, the sushi restaurant should focus on offering a children's menu, family-friendly atmosphere, and even special events or promotions geared towards families might attract customers from this segment.

Target Market selection

On the basis of the customer segmentation analysis, the target market strategy for the sushi restaurant in White Oaks should be a combination of two approaches enumerated below (Clark, Li & Shepherd, 2018):

- The first approach targets the local residents who are sushi lovers and are seeking a unique and authentic dining experience.
- The second approach targets the Asian immigrant population who would be seeking a taste of home and familiarity in a foreign country.

The first target market can be reached or penetrated through local advertising and social media campaigns, such as Facebook and Instagram, which can highlight the restaurant's unique, healthy, and authentic menu options (Häkli & Pelto, 2017). This market is also likely to value quality, freshness, and authenticity, and the restaurant can primarily differentiate itself from its competitors by emphasizing on its focus on traditional sushi preparation techniques and using high-quality fresh ingredients that are locally sourced.

The second target market can be made aware through targeted advertising in local Asian-language media and community events. This market may be more price sensitive as these are dishes which remind them of home and may appreciate a menu that includes familiar dishes and flavours from their home countries (Sundjaja, 2018). The restaurant could also consider designing a special menu with options that cater to this market.

In conclusion, the restaurant should focus on creating a welcoming, inclusive and healthy environment that appeals to both target markets. With the ability to offer a unique and authentic dining experience and catering to the diverse preferences of the local population, the restaurant will be able to establish itself as a top choice for sushi in the White Oaks area.

Mission Statement and Objectives

Mission Statement: Our mission is the provision of high-quality, healthy and authentic Japanese cuisine, exceptional service, and a welcoming and inclusive atmosphere that creates an unforgettable dining experience for our customers.

Objectives:

- To establish this restaurant as the preferred destination for sushi lovers in White Oaks and surrounding areas.

- To provide and maintain a high level of customer satisfaction by consistently delivering delicious and authentic Japanese cuisine, exceptional service, and a welcoming atmosphere to the consumers.
- To increase sales and revenue by expanding the customer base through targeted marketing efforts and strategic partnerships.

Product

Product Offering:

Tina's restaurant will offer an extensive menu of authentic Japanese cuisine, including a variety of sushi rolls, sashimi, tempura, udon, and donburi bowls. The menu will showcase the best of traditional Japanese dishes as well as some fusion creations that will cater to the diverse tastes of the White Oaks community.

Variety of Options:

Sushi Rolls: A wide and varied selection of sushi rolls, including classic rolls like California and Dragon rolls, as well as more creative rolls such as the Spicy Tuna Crunch and Rainbow rolls.

Sashimi: A wide and extensive variety of fresh and delicious sashimi options, including tuna, salmon, yellowtail, and octopus and other meats.

Tempura: A heavenly selection of lightly beaten, battered and fried tempura dishes, including shrimp, vegetable, and mixed seafood options.

Udon: A hearty range of hearty udon noodle soups, including Beef Udon, Chicken Udon, and Vegetable Udon options.

Donburi Bowls: A delectable variety of rice bowls topped with delicious and flavourful ingredients, including Chicken Teriyaki Donburi, Beef Gyudon, and Veggie Tofu Donburi.

Menu Items:

California Roll: The most classic sushi roll filled with crab meat, avocado, cucumber, and tobiko (flying fish roe).

Dragon Roll: A decadent sushi roll filled with eel, cucumber, and avocado, topped with thinly sliced avocado and eel sauce.

Spicy Tuna Crunch Roll: A hearty sushi roll filled with spicy tuna, cucumber, and tempura flakes, topped with spicy mayo and eel sauce.

Salmon Sashimi: Locally sourced, thinly sliced, fresh salmon served with wasabi and soy sauce.

Shrimp Tempura: The classic battered and fried shrimp served with tempura dipping sauce.

Beef Udon: This is a thick and chewy udon noodle in a savory beef broth with sliced beef and vegetables.

Chicken Teriyaki Donburi: This is a grilled chicken breast with a sweet and savory teriyaki sauce, served over a bed of steamed rice.

Rationale:

Sakura Sushi menu offers a variety of options in order to cater to the diverse tastes and preferences of the White Oaks population and community. With a focus on authentic Japanese cuisine and fresh locally sourced ingredients, we believe this restaurant will stand out in the competitive market of Japanese restaurants in the area and beyond (Nakayama & Wan, 2018). Our creative rolls and fusion dishes offer a somewhat unique twist on traditional Japanese cuisine, appealing to the adventurous eaters and sushi enthusiasts alike. Moreover, our hearty udon noodle soups and donburi bowls provide a filling and satisfying meal option for families and individuals alike. In conclusion, we aim to offer a dining experience that satisfies all tastes and preferences (especially health), while maintaining the authenticity and quality of traditional Japanese cuisine.

Pricing

On the basis of the target market analysis, a value-based pricing strategy would be most suitable and appropriate for the sushi restaurant in White Oaks. This pricing strategy will focus on providing customers with a high-quality dining experience at a reasonable price point (Artho, 2017).

The menu of the restaurant will be priced competitively with other sushi restaurants in the area, with a slight premium for higher quality locally sourced ingredients and a more upscale atmosphere. Moreover, the restaurant will be able to offer lunch specials and happy hour deals to attract customers during off-peak hours.

The primary specific pricing for menu items will vary depending on the cost of ingredients, but as a hypothetical, the following prices could be set:

- Miso soup: \$2.50
- Edamame: \$4.00
- California roll: \$6.50
- Spicy tuna roll: \$7.50
- Sushi combo (chef's choice): \$16.00
- Bento box: \$18.00

These prices are comparable to other sushi restaurants as well as other dining experiences in the area, and the value-based pricing strategy would ensure that customers feel like they are getting a good deal for the quality of food and dining experience provided.

Resultantly, this pricing strategy is most appropriate for the target market because it balances affordability with a desire for high-quality locally sourced ingredients and an upscale atmosphere. The value-based pricing approach will also help the restaurant (Sakura Sushi) to differentiate itself from other sushi restaurants in the area, while remaining competitive in terms of price (Rohlf, 2020).

Distribution Decisions

On the basis of the above analysis, it is recommended that locating the new sushi restaurant in the White Oaks neighbourhood would be the most appropriate, as it is a vibrant community with a high volume of restaurants and a high percentage of immigrants from Asia. A suitable and attractive name for the restaurant could be "Sakura Sushi," which is a popular Japanese name that imbibes the imagery of cherry blossoms.

In terms of distribution, the restaurant will primarily serve its customers who visit the physical location of the same. It is also recommended that offering online orders and delivery services through popular third-party delivery apps such as Uber Eats and DoorDash to reach a larger customer base would be advisable (See-Kwong et al., 2017). Moreover, it is also recommended that partnerships with local businesses to provide catering services for corporate events, parties, and other special occasions would be an important way to generate revenue.

Floor Plan

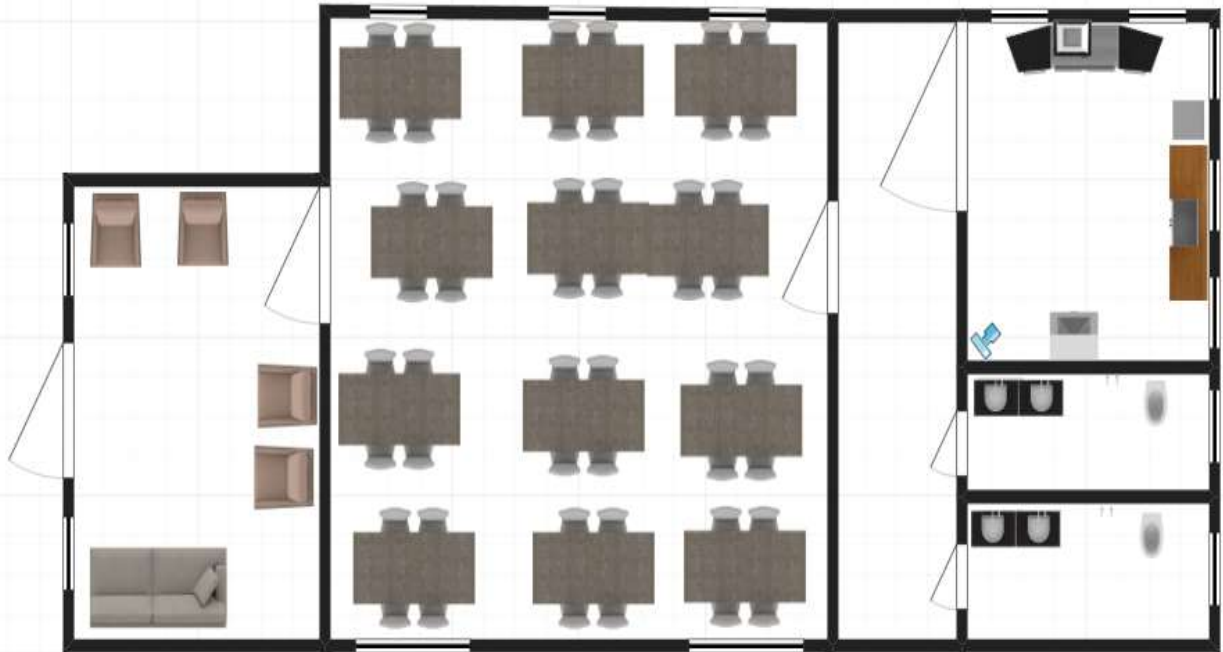


Fig:1 Floor plan (Roomstyler, 2023)

Marketing Communications Plan

In light of the analysed the target market, budget, and location, the following are recommended advertising and promotional strategies which may be employed by the new sushi restaurant (Egan, 2022):

- **Social Media Marketing:** The restaurant will be able to employ social media platforms such as Facebook, Instagram, and Twitter to promote the restaurant's brand, menu, and services to the target market. The budget can be used to design visually appealing advertisements and posts that highlight the restaurant's unique value proposition and engage the audience. A budget of \$5000 can be allotted for this particular mode of advertising.
- **Outdoor Advertising:** The use of billboards, posters, and flyers can be employed to promote the restaurant in high traffic areas such as malls and other shopping centres.

This will also aid in creating awareness about the restaurant and increase regular traffic. An amount of \$4000 can be allotted for this form of advertising.

- **Local Events:** With Participation in local events such as community food festivals, community fairs, as well as charity events the restaurant can gain exposure to a wider audience or customer base. This will also be essential in providing an opportunity to engage with potential customers, provide product samples, and get feedback from the same. A total of \$7000 can be allotted for advertising in this medium.
- **Email Marketing:** The collection of email addresses of customers and potential customers and sending them personalized emails with promotions, updates on new dishes, or events would be an effective way to retain existing customers and attract new ones. A total of \$4000 can be allotted for this form of advertising.
- **Loyalty Programs:** The offer of loyalty programs such as discounts or free items to frequent customers can help to retain customers and generate positive referrals through customer reviews. A total of \$3000 can be allotted for this form advertising.
- **Website:** The restaurant is advised to create a website that showcases the menu, location, hours of operation, and other contact information. This website can also have an online order and delivery system and reservation system to improve the customer experience. A total of \$2000 can be invested in this form of advertising.
- **Influencer Marketing:** The advertising medium of partnering with local influencers on social media platforms can also help to reach a wider audience and generate goodwill around the restaurant. The budget at hand can be used to provide incentives to the influencers, including free meals or discounts, to promote the restaurant on their channels or pages. A total of \$5000 can be allotted for advertising through this medium.

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