California Kebab

SDSU Small Business Consulting

Final Report

BA 404

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SDSU Small Business Consulting Program
EXECUTIVE SUMMARY

Since opening in 2009, California Kebab has been providing healthy dining options for students at San Diego State University and the surrounding community. The proximity to campus and casual environment has suited California Kebab well when targeting the student demographic. By expanding California Kebab’s catering capabilities, the restaurant will be better suited to withstand the drop in clientele dining during the university’s intermission. This established restaurant has great potential to set itself apart from the competition, and not be affected by the changing market. By reaching out to the local community, California Kebab will establish a year round customer base to maximize profits. The goal of this report is to assist California Kebab in doing just that. Based on extensive research and analysis as consultants of San Diego State University’s Small Business Consulting Program, our team has identified key business issues and provided a proposal to address them.

During our team’s analysis of the business, several key issues were identified. The main concern is that there is no clearly defined marketing strategy in place. Upon speaking with the manager, our team learned that he is responsible for the restaurant’s marketing efforts. No timing or particular direction of marketing was emphasized in our interview, which led us to believe that some of this time and energy is being wasted. Our research shows that the target market for California Kebab is beyond the limited group being targeted by advertisements in publications such as the Daily Aztec and The Koala. Social media is a great way to reach your customers, and California Kebab already has accounts in place, but little is being done to maintain this extremely valuable tool. The student demographic is constantly changing, there is an influx of new potential clients.
twice a year, but just as you gain students to the area, just as many are leaving. Students need to be constantly reminded what California Kebab has to offer.

Other advertising recommendations are email promotions; this would be possible if the email database in place was more adequately maintained. This can be used to reward loyal customers as well. To promote the catering service, we recommend that California Kebab has a dedicated catering website. A customer will not be aware of the catering services available from the limited information that is on the website currently. Taking advantage of featuring the catering business on the College Area Business Association website is another great way to showcase California Kebab's capabilities to the local business community.

To attract more customers, the team also encourages improving the image of the restaurant. First, we recommend taking advantage of the San Diego Storefront Improvement Program. With this, changes can be made architecturally to enhance not only the façade of the building but, this can allow for improving the patio area as well. This can also lead to our next recommendation and that is have the College Area location mimic what it does so well at the Pacific Beach location, the Beer Garden. While the Beer Garden can’t be duplicated because of size limitations, customers that frequently visit both locations would expect to have similar offerings available to them. Expanding the patio, if approved by the landlord, and having a few more local draft beers available could qualify this location as having its own “Beer Garden.” Tidying up the restaurant and removing the clutter will improve the interior look of the business, giving it an appearance similar to that of the Pacific Beach location as well.
Once advertising and appearance have brought customers to the business, they need to be comfortable once they are inside. Our team highly recommends addressing the climate inside the restaurant. During the warmer months dining inside is uncomfortable. Also, the air-conditioning is being run with no avail and it is a costly waste. The Storefront Improvement Program could provide the building with new updated energy efficient insulation and windows. Fixing the air-conditioning with no additional renovations is also an option. This issue is high priority and should be addressed before summer of next year.

The primary concern and goal is to increase California Kebab’s client base, both restaurant and catering. We hope our recommendations will help so that the business is continually targeting the new arrival of students and establish local catering clients. By addressing these key issues we hope that California Kebab can remain profitable even during the summer months and increase sales year-round.
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INTRODUCTION

The purpose of this report is to provide the owners of California Kebab with a valuable resource for increasing revenues at its College Area location and improving the operations of the business. This analysis also serves to give the owners functional information to assist in the expansion of California Kebab’s current catering operations. After observing the daily operation of the business and gathering information from the manager, Garrett Reed, as well as customers, the team prepared a comprehensive analysis of the business. This report consists of an examination of the marketing aspects of the business, as well as the relationships the business has with its patrons and the surrounding community such as competitor and customer analyses. We have been able to identify key business issues and have prepared viable recommendations to address those issues. The goals of our recommendations are to give California Kebab ideas and strategies that can be easily implemented so that it can achieve a higher level of success and reach its full profit potential.
ANALYSIS OF CLIENT BUSINESS

Company Overview and History

California Kebab is a “fast casual” restaurant that offers Mediterranean-influenced cuisine with a fresh California twist. Their döner kebabs, skewer plates, and salads are made-to-order with the freshest ingredients, including made from scratch marinades, sauces, and dressings. The result is a menu that caters to the health conscious and they have been serving clients in the College Area since it was established in September 2009. As they provide quality meals to their customers they also strive to showcase a selection of local craft beers.

California Kebab was originally founded by J.C. Hill, Alex Pierson, and a friend and chef, Will Harris. Will Harris is no longer an active participant in the business, which was established as a Domestic Limited-Liability Company in 2009 (Bizpedia, 2012). The concept for California Kebab was created after J.C. Hill decided he wanted to offer the same healthy döner kebabs to health conscious students that he himself enjoyed while traveling abroad in Australia. With his two friends California Kebab was created from the ground up. After achieving success at the College location, partners J.C. Hill and Alex Pierson decided to open a second larger restaurant in Pacific Beach in 2011.

The College Area also offers full service catering with the capacity to accommodate everything from small corporate gatherings up to large weddings. They can provide meat carving at the client’s location site.
Administration

Alex Pierson is the managing member of the partnership and spends a majority of his time at the Pacific Beach Location, working one day a week at the College Area restaurant. Prior to opening California Kebab, Mr. Pierson had service and operations experience that included bar and retail management, hotel operations, as well as restaurant concept development. Mr. Pierson has also been closely involved with the operation of his family’s small business for over 10 years (California Kebab, 2011).

J.C Hill has a background in hotel development and worked as a consultant for a number of US and international luxury resort developments, prior to creating the concept for California Kebab. Mr. Hill has a knowledgeable background in restaurant operations, including head bartender, server, and line cook at various restaurants and bars in New York. Following his true passion, Mr. Hill has completed the prestigious Cicerone Certification Program as a “Certified Beer Server” and received high praise at the National Homebrew Competition. He now works as the Master-Brewer at California Kebab’s on-site brewing operation at the Pacific Beach location.

Garrett Reed is the manager at the College Area location, and works between 25 to 60 Hours per week. Mr. Pierson has put the majority of the College Area locations responsibility on Mr. Reed where he is accountable for cooking, ordering and maintaining the location. He is also responsible for the marketing efforts at the College Area location, as well as, maintaining the joint locations social media accounts. When Mr. Reed’s management ability is called upon, he is known to also work at the Pacific Beach Location.
The business hours for both locations differ as shown in Table 1. The restaurant hours at the Pacific Beach location is consistent year long and last call at the bar is one hour after the restaurant closes. The business hours in the College Area location changes from closing at 7pm Monday through Thursday, 5pm on Fridays, and staying closed on Saturday and Sunday when school is not in session. Business hours varies to reflect foot traffic during SDSU’s school sessions. Additionally, orders can be placed online for carry-out and curbside pick-up service.

Table 1: California Kebab restaurant hours

<table>
<thead>
<tr>
<th>Restaurant: (in session)</th>
<th>Pacific Beach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mon – Fri: 11am to 10pm</td>
<td>Restaurant: Mon – Sun: 11am to 10pm</td>
</tr>
<tr>
<td>Sat &amp; Sun: 11am to 10pm</td>
<td>Bar: Mon – Wed: until 11pm</td>
</tr>
<tr>
<td>Restaurant: (out of session)</td>
<td>Fri: 11am – 5pm</td>
</tr>
<tr>
<td>Mon – Thu: 11am – 7pm</td>
<td>Thu – Sun: until midnight</td>
</tr>
<tr>
<td>Fri: 11am – 5pm</td>
<td></td>
</tr>
<tr>
<td>Sat &amp; Sun: Closed</td>
<td></td>
</tr>
</tbody>
</table>

| Happy Hour: 3 to 8pm daily | Happy Hour: 3 to 6pm Mon – Fri |

The College Area location is near the SDSU campus at 5157 College Ave. Suite B San Diego, CA 92115. The building is owned by the San Diego University Research Foundation, and is just steps away from the pedestrian footbridge and the freshman dormitories. The building has limited shared parking with two adjacent restaurants [Exhibit 1].

The restaurant is 1,000 square feet and was last renovated, in 2008, with new furniture and fixtures. California Kebab’s interior incorporates a beach style surf theme with surfboards of different sizes hanging on the walls and one hanging from the ceiling.
There is an open kitchen with counter seating for customers to watch the food being prepared. The two vertical spits (where the meats are skewered) along with the grill and fryer can also been seen from the counter seats. There are about eight granite tables in the restaurant with booths along the walls of the restaurant as shown in Exhibit 2. The restaurant can accommodate a maximum of 30 customers.

**Exhibit 1:** Parking lot shared with all three restaurants
Exhibit 2: The interior of the restaurant.

Open kitchen

Counter seating in front of the open kitchen
Exhibit 2 continued:

Seating area

Seating area
There is a small patio at the entrance to the restaurant [Exhibit 3]. Customers can be seen enjoying their meals out on the patio. When the weather is nice the patio can get crowded, which can make it harder for customers to in and out of the restaurant. The patio provides a friendly relaxed atmosphere where customers can drink, eat, and socialize.

**Exhibit 3: The Patio**

The Pacific Beach California Kebab is located in the Pacific Beach Promenade 4150 Mission Blvd, Ste. 208 San Diego, CA 92109. The atmosphere and décor of this restaurant is strikingly different than the College Area location. Both locations seem to have different styles as if its two different restaurant companies. One noticeable difference is the expansive bar that can seat around twelve customers [Exhibit 4]. The bar is complimented with industrial steel bar stools. The inside dining area has high wood bar tables with the same bar stools [Exhibit 5]. Overall, the décor of the restaurant is modern yet industrial.
Exhibit 4: Pacific Beach Bar

Exhibit 5: Pacific Beach Indoor
The largest attraction at this location is their outdoor beer garden [Exhibit 6]. It is complete with artificial grass, a view of the beach, and long tables that promote guests to interact with one another.

**Exhibit 6: Pacific Beach Beer Garden**
All of California Kebab’s menu items consist of the highest quality ingredients. As shown in Exhibit 7, there are a selection of appetizers, salads, skewer plates and its signature donor kebab. The donor kebabs are made to order, by selecting a choice of meat, toppings, made from scratch sauces, and choice of wrap. There are daily lunch specials, as well as the donor of the month, which is a specialty kebab.

**Exhibit 7: Menu Items**
California Kebab also focuses on quality beer. They serve a collection of local micro brewed beers. Table 2 shows a sampling of what is currently on draft at both locations. The Pacific Beach location is the home of the “Amplified Ale Works,” which is three barrel craft brewery system that was created by Mr. JC Hill.

### Table 2: Draft Beer by Location

<table>
<thead>
<tr>
<th>College Area</th>
<th>Pacific Beach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tailgate Blacktop Blonde</td>
<td>Sierra Nevada</td>
</tr>
<tr>
<td>Arrogant Bastard</td>
<td>Maui Coconut Porter</td>
</tr>
<tr>
<td>Mission Hefeweizen</td>
<td>Ressdorf Kolsch</td>
</tr>
<tr>
<td>Drifter Pale Ale</td>
<td>Ace Pear Cider</td>
</tr>
<tr>
<td>Racer 5 IPA</td>
<td>St. Bernardus Abt 12</td>
</tr>
<tr>
<td>Lost Abbey Red Barn</td>
<td>Konig Pilsner</td>
</tr>
<tr>
<td></td>
<td>Firestone Wookey Jack</td>
</tr>
<tr>
<td></td>
<td>Green Flash Double Stout</td>
</tr>
<tr>
<td></td>
<td>Stone Imperial Russian Stout</td>
</tr>
<tr>
<td>Eagle Rock Revolution</td>
<td></td>
</tr>
<tr>
<td>Societe Dandy IPA</td>
<td></td>
</tr>
<tr>
<td>Ballas Point Smokescreen</td>
<td></td>
</tr>
<tr>
<td>Celis White</td>
<td></td>
</tr>
<tr>
<td>Ballast Point Sextant Stout</td>
<td></td>
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<tr>
<td>Drakes Alpha Session</td>
<td></td>
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<tr>
<td>New Belgium Tart Lychee</td>
<td></td>
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<tr>
<td>Delirium Tremens</td>
<td></td>
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<tr>
<td>Speakeasy Prohibition</td>
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</tbody>
</table>
The catering menu from California Kebab’s website is shown in Exhibit 8. Beyond the catering menu California Kebab can also supply catering that requires full service or buffet style dining.

**Exhibit 8: Catering menu**

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**GROUP SPECIALS**

- **Düner Kebab Plate**
  - Choice of chicken or lamb rotisserie kebabs and 2 sides
  - Lentil, rice pilaf, or roasted vegetables
  - Includes fresh pitas and hummus
  - $12.50 per person

- **Grilled Skewer Plate**
  - Choice of chicken, beef, or lamb skewers
  - Includes fresh pitas and hummus
  - $15.50 per person

- **Gourmet Salads**
  - Fresh mixed greens, tomatoes, cucumbers, olives, and feta cheese
  - $10.00 per person

**Düner Kebab**

- Mediterranean Chilled: Grilled chicken breast served with a lemon herb sauce and your choice of a side salad or hummus.
- Baby Spinach: Grilled chicken breast served with a spinach and goat cheese salad.
- California: Grilled chicken breast served with a mixed green salad, tomatoes, and feta cheese.
- Shish Kebab: Grilled chicken breast served with a mixed green salad, tomatoes, and feta cheese.
- Gourmet Salads: Fresh mixed greens, tomatoes, cucumbers, olives, and feta cheese.
- Gourmet Salads: Fresh mixed greens, tomatoes, cucumbers, olives, and feta cheese.

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**Side Dishes**

- Fried rice with Beverly Lemon Sauce
- Fries with Chipotle Ketchup
- Pomegranate Fjord Peach Sauce
- Pin & Creamy or Chipotle Hummus
- Seared Rice Pilaf
- Marinated Olives
- Grilled Vegetable Skewers

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**Customer Reviews**

- "AMAZING mediterranean food by California Kebab... highly recommended if you're looking for a casual yet elegant meal. It worked out perfectly with our outdoor theme and venue." - Josh Elliott, Wedding client

- "Everything is fresh and delicious. The meat melts in your mouth, and if you have never had a kebab you're in for a treat." - Dave R. (city.com)

- "A kebab is full of flavor! Blending traditional dishes with California sensibilities, these guys have created something unique and addictive." - Mike B. (city.com)

- "The skewers were tender and meaty, my sandwich was tender and crisp. They are all about overkill, I was impressed!" - Valerie H. (city.com)

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**Düner Kebab**

- Mediterranean Chilled: Grilled chicken breast served with a lemon herb sauce and your choice of a side salad or hummus.
- Baby Spinach: Grilled chicken breast served with a spinach and goat cheese salad.
- California: Grilled chicken breast served with a mixed green salad, tomatoes, and feta cheese.
- Shish Kebab: Grilled chicken breast served with a mixed green salad, tomatoes, and feta cheese.
- Gourmet Salads: Fresh mixed greens, tomatoes, cucumbers, olives, and feta cheese.
- Gourmet Salads: Fresh mixed greens, tomatoes, cucumbers, olives, and feta cheese.

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**CATERING MENU**

California Kebab brings freshly prepared gourmet cuisine for corporate events, parties, and weddings. We specialize in düner kebabs, a rotisserie sandwich often referred to as a “gyro” or “shwarma.” We also feature unique, char-grilled skewers, and delicious salads made with local, seasonal ingredients.

Everything we serve is made from scratch. We believe in preparing all of our dishes with the highest quality ingredients, producing a fresh taste that is not only delicious but also very healthy! We look forward to serving your needs.

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**SDSU Small Business Consulting Program**
Customer Analysis

Market Analysis

- Dine-In Industry (QSR)

Consumer tastes, demographics, and disposable income drive the current restaurant industry (First Research, 2012). A Mintel (2010) foodservice report discovered that fast casual restaurant industry has estimated sales of $23 billion, increasing 30% in the past four years. For a QSR (quick service restaurant) profits are obtainable with high sales volume. Healthy, eco-conscious consumers influence market trends for this industry. Market trends include locally grown produce, sustainable practices, and organic products (National Restaurant Association, 2012). Tastes in ethnic inspired cuisine and locally produced beer and wine selections are also market influencers. Mintel.com (2009) forecasts a growth of 20% from 2010-2014 in ethnic cuisine appealing to young adults who are most adventurous when it comes to global foods.

Within the San Diego 92115 area code, the total population is 58,560 (Census Data for 92115, 2010). The majority of residents are 20-24 years old (17.1%) and the median age is 28 years old. 50.4% are female and the top ethnicities are White (55.2%) and Latino (29.6%) (Census Data for 92115, 2010). The average selling price of homes in this area is $307,500 (Zillow.com, 2012). The annual average household income for San Diego County is $78,875 in 2011, and is predicted to be $88,452 in 2016 (CEX Restaurant Detail Comparison Report, 2011). This demographic information verifies that San Diego residents are affluent and can afford to dine out regularly.
Catering Industry

The challenge for the catering industry is “creating a sense of abundance without an appearance of excess” (Garber, 2012). There are 169 catering companies registered on Yelp (2012) serving the San Diego market. The top trends for catering include locally sourced meats and seafood, locally grown produce, and allergy conscious food options (Corporate and Special Event Catering, 2012). Health conscious consumers are asking for gluten free foods as well. A majority of these trends parallel the QSR market trends.

Customer/Account Analysis

Dine-In Customers

California Kebab’s target market for the dine-in industry encompasses San Diego State University students, staff members, and local residents. California Kebab’s peak hours are during lunchtime, happy hour, and the evening. Majority of afternoon customers are between 21 to 27 years old and commute on foot from the SDSU campus. These consumers are interested mainly in the lunch specials and the local draft beer California Kebab offers. According to an interview with manager, the demographics of the evening customer are: 30-55 years old, primarily women, and typically commute from over 3 miles away (Reed, 2012). These customers could be prior students, still seeking the healthy options California Kebab offers.

Catering Customers

California Kebab’s maximum catering capacity is limited to 200 people currently at a location within 40 miles away of the restaurant. These limitations could be expanded; there are enough employees available to handle a large catering event. This distance might not be practical with the rising prices of gas and the cost of food products.
previous catering client was served in North County. The delivery expense will increase with the cost of “the driver, the cost of the fuel, and the cost of vehicle insurance” (Tastefully Yours Catering, 2012).

Customer/Organizational Characteristics and Buying Behavior

➢ Dine-In Customers

SDSU students are California Kebab’s main source of business. There are a total of 30,800 enrolled SDSU undergraduate and graduate students for the Fall 2012 semester (SDSU Analytic Studies, 2012). 56% of that population is female and 37% are under the age of 21. The majority of students are White (38.8%) or Mexican American (21.8%) (SDSU Analytic Studies, 2012). Only 12% of the student populations currently reside on the SDSU campus (SDSU Analytic Studies, 2012). These student demographics are comparable to the local 92115 residents. The student market in general is extremely price conscious and they are considered brand switchers. These customers will typically seek the best value, and shop for the lowest price. California Kebab’s target customers are not going to be brand switchers; they are going to be students that expect quality food within walking distance from the campus. With over 30,000 students on campus, it is reasonable to assume that California Kebab can appeal to and secure a portion of the market that is not concerned with frugality. California Kebab relies on their fare opposed to their prices to establish a repeat loyal customer base. Its selection of craft beer is popular with the over 21 customers, and draws a repeat customer base as well. (See Appendix 1-4 for SDSU Analytic Studies Reports).
➢ Catering Customers

According to California Kebab’s catering database, previous clients have been SDSU organizations, San Diego-based organizations, and individuals with unknown locations. The SDSU Research Foundation is local to California Kebab and has not been documented as a repeat client. The Libertalia Foundation is about eight miles away from California Kebab. The Libertalia Foundation’s mission is “to explore and offer education in the areas of economic thought and social philosophy” (“About the Libertalia Foundation,” 2011). The customer database does not specify if an organization has been a repeat client. However, the catering database notes if the individual clients have been repeat customers. There are no specifics as to what types of events were hosted, or description of the clients. The information provided in the database gives email contacts and has as documentation of a wedding California Kebab catered.

The former California Kebab catering clients are dispersed and have distinct profiles. The target for catering customers is unclear when referencing the database. Since the California Kebab catering database is limited, it is improbable to identify the trends in characteristics and behaviors among previous clients.
California Kebab currently does not have a formal plan or budget for marketing. The manager acknowledges that this is a weakness of the business and expressed desire to have a more consistent brand image. Though, there has not been a marketing plan previously, the manager has experimented with a few advertising mediums that support mainly the dine-in restaurant, while very little marketing emphasis has been placed on expanding its current catering operations.

Traditional Media

Traditional media forms currently being used by California Kebab include: newspaper, print ads, signage, and bulletins. California Kebab has advertised in print media such as: The *Daily Aztec*, the SDSU newspaper, occasionally is featured in restaurant reviews and has advertised in dining out guides. California Kebab was advertised in a previous restaurant guide published by the *Daily Aztec* [Exhibit 9]. The manager’s feedback using the *Daily Aztec*, is that it was too expensive for the small impact it had on sales and student traffic (Reed, 2012). California Kebab has also advertised in The *Koala*, a student-run humor publication distributed on the SDSU campus [Exhibit 10]. The manager feels that the receptive readers of this publication fit his perception of the target market for California Kebab. The following images are of California Kebab’s traditional advertising media.
Exhibit 9:
The Daily Aztec Vol. 95, Issue 89, California Kebab Restaurant Guide, Spring 2010

Exhibit 10:
The Koala Vol. 7, Issue 2, California Kebab promotion, October 2011
Another print medium California Kebab has utilized is the Student Dollar Stretcher. This SDSU circulating discount booklet offers special deals for college students for business typically in the College Area [Exhibit 11]. As well as circulated print media, the manager also has tried to put signage and bulletins around the SDSU campus to help make students and staff informed of the restaurants location. Any form of on-site advertising and signage has been limited due to the building owners, SDSU Research Foundation, restrictions on this type of advertising.

Exhibit 11: The Student Dollar Stretcher California Kebab discount offers

New Media

California Kebab is currently using the following forms of new media: website, email database marketing, social media, MOGL, and mobile application. California Kebab currently has a website, www.cali-kebab.com that displays both its dine-in and catering business on their homepage [Exhibit 12]. The website is easy to navigate, and offers online ordering. It also provides links to its social media pages. Though some menu items are not shown for online ordering, the site does provide full menus for both...
dine-in customers and catering clients. Another feature on the website is a place where customers are able to enter their email addresses to sign up for a newsletter. Upon signing up for the newsletter a follow up email is sent, but no further correspondence has been made by California Kebab [Exhibit 13]. The current customer database is in its beginning stage and consists of less than 50 customer emails.

Exhibit 12: California Kebab Homepage

Exhibit 13: Newsletter Email from California Kebab
California Kebab attempts to connect to its customers through social media sites such as Facebook and Twitter. California Kebab has two Facebook pages, separating College Area and the Pacific Beach location [Exhibit 14]. The College Area Facebook page is currently active and they receive feedback from its Facebook followers. The Twitter feed is inactive, with minimal followers and only one tweet to date [Exhibit 15]. California Kebab’s presence online also extends to rating sites such as grubhub.com, urbanspoon.com, and yelp.com. Out of 84 reviews, California Kebab has received four stars on the Yelp-rating site.

Exhibit 14: Facebook Page for California Kebab College Location

Exhibit 15: Twitter Feed for California Kebab
One tweet shown for @CaliforniaKebab
MOGL is a newer promotional service that gives 10% cash back to customers who eat out at selected restaurants. California Kebab participates in this service, and upon entering the restaurant an iPad is displayed entirely for registering for this free incentive program. The MOGL website shows that customers are utilizing this service at California Kebab. [Exhibit 16].

Exhibit 16: California Kebab Customers Using MOGL

Another promotional service California Kebab has partnered with in the past is Groupon. The manager experimented with this style of couponing, and was not satisfied with the results. According to the manager, Groupon brought in one-time deal, as shown in Exhibit 17, seeking customers that did not come back for future meals or beverages.

Exhibit 17: California Kebab Groupon Deal
California Kebab has created a phone application that allows Android and Apple users to order their meal in advance [Exhibit 18]. It is important that California Kebab utilizes this new wave of social media and advertising because “52 percent of social-media savvy individuals and 45 percent of connected adults said they would like the option of ordering online” (Quickservice Outlook, 2011)
Exhibit 18: California Kebab phone application
Competitor Analysis

A list of competitors in and around the College Area was identified to analyze the demand and industry market opportunities. California Kebab’s competitors are local restaurants that serve food to consumers. However, the main objective is to focus on both its direct and indirect competition. Direct competitors include restaurants offering California-Mediterranean döner kebabs. Indirect competitors include restaurants located next to or near California Kebab that are taking potential customers. The competitors’ strengths and weaknesses are assessed to learn from their successes and failures.

According to SBDCNet, San Diego Business Development Center, there are over 1,162 restaurants surrounding California Kebab within a 5-mile radius. Looking at Exhibit 19, the largest outer circle is the five-mile radius ring. The next ring inside indicates a three-mile radius and the smallest ring indicates a one-mile radius. Within the smallest ring is California Kebab’s location. There are 66 restaurants within the smallest ring, according to SBDCNet. Although the map does not specify what food-service operations they are or how many restaurants are within each of the radius rings, these restaurants are still prospective competitors.

Competitors were selected to be evaluated for comparison – two direct and two indirect competitors. Factors used to compare strengths and weaknesses of competitors relative to California Kebab include the following: menu, food quality, service, appearance/comfort, location, and pricing.

When our team spoke with Mr. Reed, manager of College location, he mentioned that there were no direct competitors to California Kebab around campus, but that Daphne’s might be the closest restaurant to a competitor. As mentioned above, local
restaurants that sell food are competitors. If a consumer is not eating a döner kebab from California Kebab, then that consumer is fulfilling his or her appetite elsewhere.

**Exhibit 19:** Restaurant competitors within 1, 3, 5-mile ring. SBDCNet

Search for Mediterranean near zip code 92115, on Yelp, and twenty Mediterranean restaurants will be the result [Exhibit 20A]. Make a little adjustment to the search filter by changing the distance to less than one mile and enter in California Kebab's College location address (5157 College Ave. Suite B, San Diego, CA 92115). The result is eight Mediterranean restaurants [Exhibit 20B]. A business owner and manager need to know their local competitors. Having eight restaurants less than a mile apart from each other selling the same and/or similar products creates a strong competition.

**SDSU Small Business Consulting Program**
Exhibit 20A: Mediterranean competitors 1-mile away

Exhibit 20B: Mediterranean competitors less than a mile away
Direct Competitors

As mentioned above, California Kebab has 1,162 competitors within a 5-mile radius and has eight Mediterranean competitors that all sell kebabs. The competitor analysis will focus on the more head-to-head direct competitors – Daphne’s and The Kebab Shop shown in Table 2.

Daphne’s California Greek has a strong brand image and a well-made and informative website. More importantly, plays an active role in supporting local communities. They took part in the Olympics 2012 and sponsored a few American athletes. It is not hard to see them in local news and/or magazines since they get real good publicity. Daphne’s price range is from $6 to $10, which is comparable to California Kebab’s prices. Daphne’s currently has fifty-six locations in three states – one location in Arizona and one in Colorado and the rest are located throughout California. According to its menu, it offers high-quality California-fresh foods with Mediterranean undertones. There is only one Daphne’s Greek Express and it is located in San Diego State University’s East Commons. Since it is located in the university commons they abide by the commons’ rules. The restaurant opens at 6:30am and closes at 7:30pm and closed on the weekends, which is an advantage to California Kebab. They focus on “on-the-go” customers, college students and staff.

The Kebab Shop declares itself to be the first “real kebab” restaurant in The United States. The Kebab Shop currently has four locations: Little Italy, downtown San Diego, Mira Mesa, and Encinitas. They have two more locations opening soon in Mission Valley and Rancho Bernardo, according to its website. The Kebab Shop has 698 Yelp reviews and 90% of the ratings are four and five star ratings. However, The Kebab Shop’s website
is outdated and can be improved. There are no happy hour or theme nights. Their price range is from $6 to $11, which is similar to California Kebab’s prices.

Table 3: California Kebab’s Direct Competitor

<table>
<thead>
<tr>
<th>Competitor</th>
<th>Distance from CK</th>
<th>Business</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Price range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daphne’s Greek Express</td>
<td>.02 of a mile</td>
<td>Restaurant and catering</td>
<td>• Location • Comparable offerings • Meal Deal for students • Brand image • Marketing • Social media • Attractive website • Community involvement • Mobile phone app • Pita Points Rewards Club</td>
<td>• No alcohol • Closes at 7:30pm • Closed on weekends</td>
<td>$6-$10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Kebab Shop</td>
<td>Downtown-10.2 miles</td>
<td>Restaurant and catering</td>
<td>• Comparable offerings • Four locations • Two locations opening soon • Order online • Craft beers • Longest Kebab Shop around • Good Yelp reviews</td>
<td>• Website • Not on campus • No happy hour • No daily or weekly events</td>
<td>$6-$11</td>
</tr>
<tr>
<td></td>
<td>Little Italy-10.1 miles</td>
<td></td>
<td></td>
<td></td>
<td>$6.79 for a döner kebab</td>
</tr>
</tbody>
</table>
Indirect Competitors

California Kebab’s indirect competitors are restaurants located near them that take potential customers away. California Kebab’s has two adjacent neighbors, La Casita’s Mexican restaurant and Bangkok Poco Thai restaurant, as well, as surrounding competitors. The indirect competitors that are being compared are La Casita’s, Bangkok Poco, 4.0 Deli, and Woodstock’s Pizza.

Due to location, one can argue that La Casita’s and Bangkok can be direct competitors because they are all fighting for foot traffic. La Casita’s has more visibility and walk-by traffic, due to the fact it is located next to the footbridge. La Casita also offers lower prices, ranging from $4 to $8, than California Kebab. Bangkok Poco is located on the side facing College Ave. and has more street traffic visibility and walk-by visibility. Bangkok does not carry craft beers, but it does have a good selection of bottled beer.

4.0 Deli is located down the street from California Kebab and has a good location near campus. The product offerings are not the same, but it does have a good variety of draft beers and has happy hour every day from 2pm to 6pm.

Woodstock’s Pizza has an attractive website, good marketing and social media. Parking is not an issue since it is located in the Vons commercial lot on El Cajon. It has different product offerings, but does offer craft beers. Woodstock’s Pizza is popular among SDSU students – a lot of clubs have gatherings at Woodstock’s Pizza for the atmosphere and food quality.
<table>
<thead>
<tr>
<th>Competitor</th>
<th>Distance from CK</th>
<th>Business</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Prices</th>
</tr>
</thead>
</table>
| La Casita’s          | .01 of a mile    | Restaurant and catering | • Cheap prices  
• Location  
• Visibility  
• Happy hour everyday 2-5pm $5 pitchers of Bud Light | • A lot of Mexican restaurants in that proximity  
• Website  
• No craft beers  
• Parking | • Beer Pitchers- $5-$10  
• Bottles $3.25 |
| Bangkok Poco         | .01 of a mile    | Restaurant        | • Location  
• Street visibility  
• Beers  
• Foreign beers & Sake  
• Thu, Fri, & Sat closes at 12am  
• Free WiFi | • No domestic craft beers  
• Parking | • Food- $6-$12  
• Bottle Beer- $2  
• Sake- $1-$7 |
| 4.0 Deli             | .03 of a mile    | Restaurant and catering | • Location visibility  
• Website  
• Cheap beer  
• Happy hour everyday 2-6pm | • Limited parking | • Food- $3-$8  
• Beer Pitchers- $6-$10  
• Glass of beer- $3-$3.50 |
| Woodstock’s pizza    | .07 of a mile    | Restaurant and catering | • Marketing  
• Social Media  
• Events  
• Website  
• SDSU student deals  
• Parking  
• Craft beer  
• Beer refills  
• Happy hour 2X everyday 2-6pm & 10pm-close  
• Popularity in College Area  
• Delivery  
• Thur-Sat close at 1 am | • Not on campus  
• Not close walking distance | • Food- $6+  
• Happy hour- pint $2.25+  
Pitcher $8+  
• Craft Beer Night Tasters- 4 for $5 |
Catering

There are many catering companies in the San Diego area, but not many specialize in California-Mediterranean cuisine. California Kebab is new to the catering industry and they have catered over twenty events the past three years. Twenty catering customers might not sound a lot, but considering that no money was spent on marketing its catering business, twenty is a good start.

There are well over two-hundred catering companies in the San Diego area searching by Yelp [Exhibit 21A]. Enter California Kebab’s address and the results are twenty-two catering companies less than one mile radius [Exhibit 21B].

The catering companies that are being compared are Daphne’s Greek Express, Bar None BBQ, Phil’s BBQ, GR Catering, and The Abbey Catering [Exhibit 5]. Many of these companies have many years of experience catering hundreds of events in the San Diego area and have good reputations.

Daphne’s is located near California Kebab and also has similar product offerings. However, they can only cater on campus and that is an advantage for California Kebab because that is one less competitor with similar products as California Kebab. Bar None Barbecue has been in business for 14 years and have catered over thousands of successful events. They can prove it by the reviews they have and pictures from past events on its website. Just like Bar None, Phil’s BBQ has been in business for over a decade. The two catering businesses are clearly doing something right. Phil’s BBQ has a fleet of catering trucks, which gives them the capability of catering multiple events at once. That indicates business is going good for them. Like California Kebab, GR Catering is a member of San Diego Business Improvement District. They are a full service catering
business and claims to have “perfected the art of on-site exhibition cooking.” It might be true since GR Catering has invented its own patented Gourmet Rotisserie and catered hundreds of events. 10News.com A-List Awards voted The Abbey Catering the number 1 catering company in all of San Diego. They also have been featured in other local magazines and news.

Exhibit 21A:

Catering companies throughout San Diego
Catering competitors less than one mile away from California Kebab

**Table 5: Catering Competitors**

<table>
<thead>
<tr>
<th>Competitor</th>
<th>Distance from CK</th>
<th>Competition</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daphne’s Greek Express</td>
<td>.02 of a mile</td>
<td>Direct</td>
<td>• On campus&lt;br&gt;• Comparable offerings</td>
<td>• Only caters on campus&lt;br&gt;• No marketing for their catering business</td>
</tr>
<tr>
<td>Bar None Barbecue</td>
<td>3 miles</td>
<td>Direct</td>
<td>• Been in business for over 14 years&lt;br&gt;• Cooks on-site on their chuckwagon over rod oak fire&lt;br&gt;• Nice and informative website</td>
<td>• No Mediterranean cuisine</td>
</tr>
<tr>
<td>Competitor</td>
<td>Distance</td>
<td>Competition</td>
<td>Strengths</td>
<td>Weaknesses</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------</td>
<td>-------------</td>
<td>------------------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>Phil's BBQ</td>
<td>10.3 miles</td>
<td>Direct</td>
<td>• Been in business for 12 years</td>
<td>• No Mediterranean cuisine</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Good reputation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Nice and informative website</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Has fleet of catering trucks</td>
<td></td>
</tr>
<tr>
<td>GR Catering</td>
<td>1.5 miles</td>
<td>Direct</td>
<td>• Informative website</td>
<td>• Website not that attractive</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Worked with a lot of clients</td>
<td>• No Mediterranean cuisine</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Member of BID</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Patented Rotisserie</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Different styles to choose from</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Caters San Diego, Orange County, and Riverside</td>
<td></td>
</tr>
<tr>
<td>The Abbey Catering</td>
<td>17.3 miles</td>
<td>Direct</td>
<td>• Weddingwire.com’s 2010 Bride’s Choice Award winner for catering in SD</td>
<td>• Does not specialize on Mediterranean cuisine</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• San Diego’s 10News 2010 A-List Winner for #1 Best Catering</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Offers a variety of catering themes (food types) and Mediterranean Catering is offered</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Nice, clean, and informative website</td>
<td></td>
</tr>
</tbody>
</table>
Competitive Edge

California Kebab has many restaurant and catering competitors and still stands out because it emphasize on quality. This is done by using organic ingredients, fresh produce, and only high quality meats. To get the best cost and quality ingredients it focuses on building relationships with the local farmers. California Kebab serves quality craft beers and also makes their own Ale at its own brewery in the Pacific Beach location.

Catering is an industry that has growth. California Kebab has the potential to create a niche. Many catering companies do not specialize in Mediterranean cuisine, but few do offer it and they contract another business or restaurant to make the orders. California Kebab can grab the market looking for Mediterranean cuisine. It has the capability to cater up to two-hundred people, as well as, carve the meat, using a vertical, split on-site. There are a lot of catering services in San Diego with a wide variety of food choices but no Mediterranean option. California Kebab fulfills that need.
Situational Analysis

A SWOT analysis is a strategic planning management tool used to identify strengths, weaknesses, opportunities and threats for a given company or industry [View Table 6]. Strengths and weaknesses of a company are both internal factors that contribute to the overall success of the business. Opportunities are external factors on which a firm could capitalize, either currently or in the future. Threats are external factors that could be potentially harmful to a firm and must be considered to maintain and expand business in the future. Careful analysis of these internal and external factors can lead to alterations in the market mix and identify unrealized competences.

Strengths

One of California Kebab’s greatest strengths is its location to the SDSU campus. With over 30,000 students attending SDSU this semester, there is no shortage of potential customers during the school term. The owners of California Kebab know exactly what type of customer they attract and promote accordingly. California Kebab emphasizes its strengths of offering high quality, healthy options to students. It is not willing to sacrifice quality for price, and it strives to obtain a steady loyal customer base that values its commitment to this standard. There are only a few locations near campus that serve beer, and California Kebab is the only one to capitalize on the growing demand for local craft beer. Once again this demonstrates its importance of serving quality products to its customers. The beer selection, while small, still attracts quite a crowd during its daily happy hour.
Weaknesses

The location to campus is ideal to attract customers coming in by foot, but the observable lack of parking, can be a deterrent to customers that would be opting to dine in, but would have a vehicle. The three businesses that share the few spaces, all have similar operating hours, and at times all the spaces can be filled prior to any of the restaurants being open for business.

The interior of the restaurant alone pose three substantial weaknesses for the business. On multiple visits to the restaurant, at various times during the day, it is distinctively warm inside, far warmer than the outside temperature. Customers would be deterred from staying long inside this establishment, due to lack of comfort. Along with this, the interior “tidiness” could limit certain clientele. Employee bicycles in the customer restroom, loose electronic wires, and clutter are a few examples. There is an obvious disconnect between the two locations as well. Clutter was nowhere to be found in the Pacific Beach location and the interior styling was industrial, yet modern. The Pacific Beach location also boasts a large patio, and has a much more polished look. The lack of continuity between locations, could cause disappointment almost customers patronizing the College Area location, expecting the same experience had at the Pacific Beach location.

The recent price increase could drive customers away as well, the prices at California Kebab are somewhat higher than most of its direct and indirect competitors. Because of the target market being primarily composed of cost conscious students, business could be lost when students search out the best value.
Financially, the business suffers during the summer months when SDSU is not in session. Dramatic decreases in foot traffic cause the business to limit hours and downsize the staff. The business is not profitable during these months, and a way to fill this deficit is greatly needed. Current catering operations are not defined are not promoted enough to expect that a substantial return could be made to supplement the lost income.

**Opportunities**

Because California Kebab already had the capability to cater, expanding its catering customer base could lead to having a catering business that would support the restaurant in the off-season. During the school session joining the SDSU meal card plan, would be a great opportunity. Because of its location to dorms and late hours, California Kebab would be a great addition the restaurants that participate. The success of the Pacific Beach locations “Beer Garden” indicates that the College Area could potentially have similar success, if the beer selection was expanded and well promoted.

**Threats**

Because of SDSU’s strict policy on drinking to deter on campus alcohol related incidents, students may fear consuming alcohol so close to campus. This could cost California Kebab a substantial portion of their customer base. With the new Aztec Center currently under construction, new quick services restaurants will be moving in, and have the advantage of directly being on campus. This new competition will put added pressure on California Kebab, and it will difficult to compete if they have to increase their prices yet again.

**Table 6: A SWOT Table**
<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unique product</td>
<td>• Lack of Parking</td>
</tr>
<tr>
<td>• Location to Campus</td>
<td>• Uncomfortably Warm Dining Area</td>
</tr>
<tr>
<td>• Healthy Menu</td>
<td>• Slow Sales During Summer</td>
</tr>
<tr>
<td>• Craft Beer Selection</td>
<td>• Interior Appearance of the Restaurant</td>
</tr>
<tr>
<td>• High Quality Ingredients</td>
<td>• Increase in Menu Prices</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Expand Catering Business</td>
<td>• Similar competitors can copy California Kebab’s model</td>
</tr>
<tr>
<td>• Mobile Gourmet Catering</td>
<td>• SDSU Drinking Policy</td>
</tr>
<tr>
<td>• Join SDSU Meal Card Plan</td>
<td>• Competitors Moving Closer</td>
</tr>
<tr>
<td>• Promote Craft Beer Selection</td>
<td>• Price Inflation</td>
</tr>
<tr>
<td>• Expand brand</td>
<td></td>
</tr>
</tbody>
</table>
SUMMARY OF OVERALL FINDINGS

The analysis conducted on California Kebab includes a comprehensive customer, marketing, and competitor analysis. The focus was on the business's strengths as well as its weaknesses. The result of the analysis show that while there are key issues that need to be addressed, Mr. Pierson has built a good business and has potential for future growth.

California Kebab has good product offerings and good locations. However, the College location is surrounded by over one-thousand restaurants in less than a 5-mile radius (as stated in Competitor Analysis), which makes competition even more fierce. The restaurant industry is intensely competitive and to be able to keep the doors open and compete the key issues need to be addressed.

Gaining access to their target market is not an issue with California Kebab, because they are located near the footbridge with high pedestrian traffic, and they are also in close proximity to campus and student housing. It is easier for California Kebab to market to the students. Some marketing has been done in the past, but not enough to make an impact in their business. It has advertised by handing out flyers, posting ads in papers and online, as well as, communicating through their social media accounts. There is a high turnover rate with college students. Each new school year and semester there are new students that do not know about California Kebab. When students return to school from vacation they may have forgotten about California Kebab.

Lately, advertisements and communications through its social media accounts have slowed down. Currently, there is no marketing plan and if there is no plan there is no step-by-step roadmap for the team to know who to market to, when to market, and
how to much to spend. Having no marketing plan can indicate a lack of interest in the business's future growth. There is a definite chance of making California Kebab more successful.
KEY BUSINESS ISSUES OR PROBLEMS IDENTIFIED

The issues identified below are key business concerns facing California Kebab. These issues were identified through interviews with the manager, an in-depth look into the company’s marketing operation, analysis, surveys and questionnaires, and comparison among competitors.

Key Business Issue One – Lack of Marketing Strategy

California Kebab is operating two distinct businesses and currently has no defined marketing strategy; social media is utilized, but not kept up to date. Print media is used, but not implemented based upon a marketing calendar to achieve the greatest impact on the target market. Print media used in the past has targeted a very narrow market, in avenues that have proved to not be effective. Time and energy is wasted with California Kebab’s current marketing strategy, if marketing is not constantly executed, the constant rotation of the student population will be unaware of California Kebab’s offerings.

Key Business Issue Two – Lack of Dedicated Catering Website

California Kebab wants to expand its catering business, but it does not have its own catering website. Potential customers are left completely unaware of California Kebab’s catering availability and capability. The current California Kebab website mentions it caters and only displays a PDF image of its catering menu. The image does not portray the full capability that California Kebab offers. By not having a catering website will cause loss of business to other companies that do.
Key Business Issue Three – Climate Inside Restaurant

The restaurant struggles with maintaining a comfortable temperature. California Kebab’s air conditioning bill averages about $600 per month, which is why it chooses to not use the air conditioning when it was warm. If the heat inside the restaurant gets too uncomfortable there is a possibility of losing customers. Customers may find it difficult to stay and enjoy their meals and money will be lost and possibly a negative review on Yelp.

Key Business Issue Four – Limited Customer Database and Tracking

California Kebab does not keep track of its customer data, which is critical in business. Currently, it has a mailing list that can be subscribed to, but it is shared by both the Pacific Beach and College Area locations and is a possibility it will confuse customers. Customers are showing interest by signing up for the College Area mailing list, but are not receiving any newsletters from the College location. This is a missed opportunity for California Kebab.

Customer data should also be saved for the catering business. The catering customers could be routinely contacted to follow up if they have catering needs in the future. This process would be beneficial.

Key Business Issue Five – Appearance of the Restaurant

The interior tidiness of the restaurant may be found to be more ascetically pleasing to some customers. It has a “college feel” with the table of cluttered, print media, and beach décor. A more mature aesthetic could draw customers that are not in the college demographic. The appearance of the bathroom is unkempt, with employee bicycles being stored inside the bathroom, as well as other locations inside the restaurant.
The exterior of the building has limited signage, and little personality. The location in the middle of two other restaurants makes California Kebab almost unnoticeable, especially next to the loud and flamboyant exterior of the restaurant next door.

**Key Business Issue Six- Lack of Continuity Between Restaurants**

The disconnection between the two California Kebab locations is a weakness for the College Area location. If a customer were to visit the Pacific Beach location, then go to the College Area restaurant he or she would not likely have the same experience. The California Kebab brand should be synonymous between both locations. Offerings should be similar and the College Area location has an appearance that would make one think that it is not as cared for as much as the Pacific Beach location; this could dissuade customers from visiting this location.
GROUP’S OVERALL RECOMMENDATIONS

Recommendation One – Develop a Marketing Plan and Strategy

Marketing Strategy for California Kebab’s Restaurant and Catering Businesses

California Kebab should create a marketing plan for both traditional and online mediums. We recommend that California Kebab seek assistance in developing a marketing plan and strategy. A marketing plan will ensure that California Kebab is sticking with their schedule and spending their marketing funds appropriately. The following resource available provides free mentoring and will help guide California Kebab in writing a marketing plan and creating a marketing budget.

**SCORE San Diego – meet with a volunteer**

SCORE San Diego  
550 West C ST  
San Diego, CA 92101  
P: (619) 557-7272  
E-mail: score0140@scorevolunteer.org  
www.sandiego.score.org

**SCORE San Diego – Online Workshop**

*Effective Marketing*

By SCORE and HP. This workshop will help find the most effective marketing techniques for your business  
www.sandiego.score.org/events/workshops/effective-marketing

**Local Workshop – SCORE San Diego**

*Effective Marketing: Identify and target your customers*

Learn how to craft compelling marketing messages and use demographics, psychographics and geographics to target your best customers. To visit this workshop see date and address below.

SDSU Small Business Consulting Program
Online Marketing Strategy and Budget

The online marketing budget should be “from 15%-50%” of the total marketing budget (Miller, 2010, p. 43). A larger budget should be devoted for smaller businesses. California Kebab’s online presence can be the same as larger competitors. Devoting more time to social networking can increase California Kebab’s presence online. Both online and tradition marketing plans need to be holistic and it is “important to assign a single individual [to oversee] all various marketing activities” (Miller, 2010, p. 51). For an online marketing plan refer to Appendix G. Also, important information about online marketing can be found in the book The Ultimate Web Marketing Guide by Michael Miller. The book is used to supplement the course internet/Interactive Marketing taught at SDSU.

Email Marketing Strategy

Email marketing is targeted to individuals, and is not a tool for mass marketing. It is important to keep in contact with customers regularly. A schedule for sending out emails, called email drip marketing, should be applied to California Kebab’s editorial calendar. The editorial calendar schedules all online marketing activity, and provides release dates.
for all social media campaigns. Refer to Appendix H to view a sample for directions on how to set up California Kebab’s editorial calendar.

**SCORE San Diego – Online Workshop**

**Email Marketing Essentials: How to get your e-mail opened and extend its reach**


**Exhibit 22: California Kebab Email Marketing Strategies**

1. **Subject line [Exhibit 22]**

   The subject line should be short and straight to the point. The subject line should not be in all capital letters or have excessive exclamation points or other
characters that over emphasize the subject line. It is not recommended to use the word “free” in the subject line since these emails are sent to the spam filter.

2. Recipient

The email should address the recipient directly. This personalization will increase the response rate of the email.

3. Positive message

The first line in the email is the next most important element. Most customers will only read the first couple sentences and scan the rest of the email. Be the most positive and have a clear call-to-action in the beginning of the first paragraph.

4. Visual interest

The goal is to reduce the amount of time an email recipient needs to take to understand the email’s purpose. Include images of the beer that is on tap. Do not include too much content. The viewer may stop reading because it is too confusing or takes up too much time. Bullet point lists are an alternative to images, since not all emails are able to show images.

5. Reference back to California Kebab’s online media

Instead of referring the recipient to Tap Hunter (a tool to help bars and restaurants market its beer menus to customers), the email should reference the California Kebab’s website http://www.cali-kebab.com/zgrid/themes/842/portal/index.jsp. The website should have an updated list of beer on tap. Tap Hunter does not guarantee the customer will choose California Kebab to fulfill his or her beer cravings.

6. Sender and California Kebab logo
The sender should be consistent and include the company’s logo. This image, like other images sent by email, is not always guaranteed to display so make sure the company is part of the text signature.

7. Review emails

The email-marketer should send a final email to his or her inbox. This will help identify errors, images that might not show up, and incomplete sections of an email. It is recommended this employee has multiple email providers to make sure the email looks the same across all platforms.

Recommendation Two – Website Solutions

California Kebab’s current website has a clean design and clear brand identity. The logo and colors are consistent throughout the website [Exhibit 23]. However, to further improve the current website, California Kebab needs to include photographs of every item offered, similar to the print ads. Testimonials should also be included by current customers. The beer specials and other food specials need to be continuously updated. Images of these specials are imperative.

In regards to the catering business, there needs to be more than a link to the catering menu. California Kebab should have another internal page devoted for catering. This webpage should include an email database link, customer testimonials, images and/or videos of the events it caters, and social media connections. The catering menu should have images for each food item [Exhibit 24].
Exhibit 23: California Kebab menu items need image

Exhibit 24: Wireframe for California Kebab Catering Webpage
Recommendation Three – Homemade Sauce

California Kebab makes its own homemade sauces from scratch to complement its authentic döner kebabs. The flavors include Hot Chili, Tzatziki, Garlic Aioli, and Mustachio Habanero. Customers love the sauces and taking this route can be an additional source of revenue.

California Kebab already has the advantage – it is a registered business, has access to its own kitchen, and they already have their secret recipes and has customers. All that is left is to get the sauces lab tested, get a logo designed, and purchase jars and lids for the sauces.

It is required to get the sauces lab tested. The lab test will determine the shelf-life and nutritional values of the sauces. IEH Laboratories & Consulting Group has a lab in San Diego that can test and research food products.

An attractive logo needs to be designed and printed. Exhibit 25 is an example of an attractive logo for the sauces. It is also very critical that the label meets FDA’s label requirements which can be viewed at the FDA’s website. Roughly five thousand labels can be purchased for about less than $400, depending on color and paper type.

Information on the pricing for the jars and lids can be seen on Table 7. As an example, to start out with 1,080 jars will cost $756 and 1,080 lids will cost $205.20. That is a total of $961.20 not including tax or shipping. With jars, lids and labels that is about a $1,500 investment. Just to keep the math simple lets say $5 is the decided sales price. 1080 × $5 will yield $5,400.
Exhibit 25: Mock packaging for California Kebab’s sauce

Table 7: Cost break down of sauce jars from Freund Container & Supply

<table>
<thead>
<tr>
<th>Item</th>
<th>Color</th>
<th>Case Qty</th>
<th>Price Per Each</th>
</tr>
</thead>
<tbody>
<tr>
<td>8oz. glass jar</td>
<td>Clear</td>
<td>12</td>
<td>$0.70 ea.</td>
</tr>
<tr>
<td>Black lid</td>
<td>Black</td>
<td>1</td>
<td>$0.19 ea.</td>
</tr>
</tbody>
</table>

Purchase jars and lids:
Freund Corporate Center II  
4200 Commerce Court, Suite 206  
Lisle, IL 60532  
Phone 877-637-3863  
www.freundcontainer.com

FDA label requirements:
FDA  
10903 New Hampshire Avenue  
Silver Spring, MD 20993  
Phone 1.888.INFO.FDA (1.888.463.6332)  
www.fda.gov/Food/LabelingNutrition/default.htm

Lab testing:
IEH Laboratories & Consulting Group  
San Diego office  
3538 Hancock St.  
San Diego, CA 92110  
Phone 619.298.6131  
www.iehinc.com/index.htm
Recommendation Four – Climate Control

SDG&E (San Diego Gas & Electric) helps small and large businesses save energy by offering rebates and incentives. One of the best resources they offer is the free industry-specific workshops and trainings for businesses. It is held at the San Diego office and it educates on energy-efficient options and uncovers ways to reduce costs. A new free resource is the kWickview 7.1 monitor that shows real-time online data on how much electricity is being used by a business. There are many other resources and programs on their website that can help save energy and lower the electric bill, by going to www.sdge.com/business.

Properly maintaining its HVAC system by regular inspection will keep it minimizing energy use and operating properly. In turn, it will help with reduce the high electric bill. California Kebab’s HVAC system should get tested by a certified professional, in the industry, to find out if the system needs to be updated. It will also help if all the ovens and fryers are energy efficient.

Mauzy Heating & Air Conditioning
(619) 583.9545
info@mauzyair.com

Recommendation Five – Customer Database and Tracking

California Kebab should focus on changing existing customers to becoming loyal customers. Currently, its customer data comes from online newsletter sign ups and
online purchases. California Kebab catered to twenty clients in the past, but only has information from nine of the clients. California Kebab needs to change the way it currently collects data and, instead, opt for online database. Both of the restaurants and the catering business can store its customer information in the same database.

Once customer information are getting collected and stored, the data can be analyzed and almost everything will be known about the customers. This will help California Kebab get a more detailed picture of its target customers and will make marketing more effective and targeted.

**Recommendation Six – Appearance of the Restaurant**

The Storefront Improvement Program can be a valuable tool that could greatly impact the appearance of California Kebab, if approved by SDSU Research Foundation. It is designed to enhance and revitalize business storefronts and facades. This program will provide design assistance from an architect, and can include making improvements to the design of the building. This can include renovating the patio, and addressing the lack of personality on the exterior of the building. The sign currently facing College Ave can be improved by upgrading to a dimensional wall mount sign that sticks out a little further than its competitor’s sign. Behind the colorful letters should be wires of LEDs to illuminate at night so the sign can still be noticed. Exhibit 26 is a good example of a Kebab sign in Los Angeles. With this new sign, California Kebab will grab more attention from the local community and drive-by/walk-by traffic than it does now. A portion of the renovation costs would be reimbursed to California Kebab as rebate, up to $5,000, if the max of $15,000 is spent on renovations. The contact information for the city’s Storefront Improvement program is below.
Recommendation Seven – Establish Continuity Between Locations

Make the College Area location look and feel like the Pacific Beach location. This will enhance the customers experience when they visit the restaurant. The biggest highlight of the Pacific Beach Location is the expansive beer selection and outdoor Beer Garden. Although space is limited, the beer selection could be expanded, and through renovations, possibly through the Storefront Improvement Program, a beer garden could be mimicked. Customers would also expect prices to be the same at both locations, and similar offerings. The array of cream sodas available at the Pacific Beach location is not available at the College Area Location and vice versa with the availability of regular fountain sodas. The décor could be updated to replicate that of the Pacific Beach locations interior. The same designer who designed Pacific Beach can be used again or contact SDSU’s Graduate Interior Design program to assist. Customers should feel as if they are eating at the same restaurant, there should be no lack of confidence that their meal will not differ based upon which location.
Recommendation Eight – Mobile Gourmet Catering Food Truck

A great way to expand its catering business is to penetrate new markets. This will get their products in the hands of news customers. One way to do this is to buy a mobile gourmet food truck. Mobile gourmet food trucks are a hot trend in restaurants right now.

Mobile catering trucks are similar to mobile food trucks but, instead, are hired for specific events. The client chooses food from California Kebab’s catering menu, and the truck then serves the food at the event. An advantage is California Kebab will not risk as much in inventory, because they are cooking and bringing food as ordered for the party and they have a specific destination, rather than driving around to find a destination to park.

A nice refurbished mobile food truck can run around $20,000 for older models and price will increase for new models. Food trucks can be found by visiting Commercial Truck Trader’s website, which has commercial trucks listed for sale throughout the nation. Usually, the high price tag on food trucks is due to meeting California Retail Food Code Requirements. What is not included in the price is the artwork and customization of the truck.

Commercial Truck Trader
www.commercialtrucktrader.com

Commercial Truck Trader is not limited to only one city or state. The site is easy to use and navigate. California Kebab can enter in the truck they are looking for and click search. A list of commercial trucks for sale throughout America will appear.

Craigslist San Diego
www.sandiego.craigslist.org
This is another place to find used food trucks. On the San Diego Craigslist homepage click on “cars+trucks” under “for sale” and type in “food truck” in the search box and a list of food trucks will appear. Another way is to click on “business” under “for sale” and type in “food truck”, “catering”, or “mobile catering,” then a list of business that are for sale will appear. The sellers will have their contact information on the site, so if there is a truck and/or business that seem worthwhile California Kebab can contact them to take a look at the truck.

California Cart Builder
www.californiacartbuilder.com/catering-truck-food-trucks.html

They are a California company that sells food carts and trucks. They can also provide any customization on their food trucks to fit their client’s needs (customization needs to meet local health requirements).

Requirements

California Kebab will need to meet specific requirements in order to qualify for a permit. The Food and Housing Division of the Department of Environmental Health is responsible for permitting and inspecting all retail food facilities, including Mobile Food Facilities (MFF) and Occupied Mobile Food Facilities (OMMF), in the County of San Diego.

San Diego Department of Environmental Health

Food and Housing Division
5500 Overland Ave. Suite 170
San Diego, CA 92123
www.sdcounty.ca.gov/deh/food/food.html
(858) 505-6900

Mobile Food Facility Inspections – (858) 505-6614
Permit Questions – (858) 505-6666
Attend events

Another way to reach new people is to rent a booth at events. Doing this could put their product in the hands of people who might be in the market for its catering services.

The following are a few events to it can attend.

Gourmet Food Truck Festival

Presented by Discover SD at the San Diego County Fair
This is one of the only events where people can sample some of the best food on four wheels. There are about 30 food trucks from throughout SoCal attending that attend this festival. If California Kebab wants to get their name out and wants more people to know about them this is a great way to showcase California Kebab’s unique product offerings.

www.sdfair.com/index.php?fuseaction=events.foodtruck_festival

San Diego County Fair

Food is one of the main reasons people visit the San Diego County Fair and California Kebab can be a part of this experience. To be a part of it the application needs to be filled out and turned in with a $50 deposit. The cost of the booth will depend on location in the fairgrounds. Here is how to contact the Fair Food Vendors, kschmitz@sdfair.com.

Partnerships

San Diego Food Truck is a website created by food truck fans that want to inform and promote San Diego food trucks with the community. Their goal is to help those who want a food truck to cater an event. California Kebab should get their information on this website since this is another great marketing tool.

San Diego Food Trucks
www.sdfoodtrucks.com
California Kebab can contact wedding planners throughout San Diego to let them know about its catering business and try to collaborate.

My Wedding
www.mywedding.com/san-diego/wedding_planners

My Wedding list wedding planners throughout California. The link above is already preset listing wedding planners serving the San Diego area.

Kebab originated in the Middle East and eventually worked its way to parts of Europe, Australia, and parts of Asia. Kebabs can now be found worldwide. However, are more popular outside America. California Kebab can advertise to Middle Eastern and European organizations since Kebabs are a part of their traditional dish.

Persian Cultural Center
9265 Dowdy Dr. #105
San Diego, CA 92126
(858) 653-0336
www.pccsd.org

American Turkish Association of Southern California
ATASC San Diego
P.O. Box 12692
La Jolla, CA 92039
www.sdturks.org

Recommendation nine – SDSU Farmers’ Market

SDSU Farmers’ Market is a weekly event on Thursdays 10 a.m. to 3 p.m. and more than 20 booths [Exhibit 27]. An advantage of becoming a vendor at SDSU Farmers’ Market is that it provides an effective marketing system by selling directly to the public, who happens to be California Kebabs target market – SDSU students and staffs. It is important to build a positive reputation among the customers so they will
keep returning the following weeks. An attractive banner will be needed to be displayed in front of the booth with California Kebab’s logo and menu items. This is also a great chance to advertise its catering business by displaying brochures and business cards, as well as, flyers of its catering menu.

To participate and become a vendor California Kebab must provide an underwriter’s endorsement with a certificate of insurance and fill out the application to apply for the farmers market and temporary food permit.

Aztec Shops, Ltd.
Insurance Requirements
Gayle Fernandez
(619) 594-7500
Gayle.fernandez@sdsu.edu

Exhibit 27: SDSU Farmers’ Market
GROUP’S TEN “SLAM DUNK” IMPROVEMENTS

1. Idea One – Improve Inside Appearance of Restaurant
2. Idea Two – Add Images to the Displayed Menu
3. Idea Three – Implement a Marketing Internship
4. Idea Four – Expand Social Media
5. Idea Five – Create a Catering Website image of ideal site only
6. Idea Six – Establish Presence on College BID Website
7. Idea Seven – Increase Community Involvement
8. Idea Eight – Print Promotions
9. Idea Nine – Promote Study Loyalty Punch Card
10. Idea Ten – Referral Bonus for Catering Clients
IDEA 1: IMPROVE INSIDE APPEARANCE OF RESTAURANT

The inside appearance represents food quality and adds to the customer’s entire experience at the restaurant. A sanitary and non-cluttered atmosphere will expand the California Kebab experience of being health conscious and top quality. The cords hanging from the television [Exhibit 28] should be tied back and hidden. Space under the benches should be cleared and not used as storage. The bathroom file cabinet should be replaced with more appealing shelf space and drawers for extra storage. The bicycle in the bathroom should be parked outside. Clutter on the counter at the cash register should be cleared and the space should be designated only for California Kebab related promotions and/or information. A final cleaning of the entire restaurant, including the bathroom is imperative to improving appearance. These duties include mopping, dusting, and cleaning of windows and seating area.

Exhibit 28: Hide Visible Cords
IDEA 2: ADD IMAGE TO THE DISPLAYED MENU

The ethnic cuisine at California Kebab is unique and can be confusing to new customers and slows down order taking. By portraying images on the menu of every food item, the customers will be able to comprehend the menu faster and with ease. Food that is displayed on the menu is ordered more frequently than food that is not displayed. Photographs of finished dishes are also more appealing than cartooned images. A fixed menu with photographs for each item will improve the California Kebab’s experience by having a comprehensible and organized menu. The customers will know what to expect. By having a clear and cohesive menu, ordering will be more efficient. This will increase business productivity, by answering most of the customers’ questions at the door. Though the food items are small in the following image, this ethnic restaurant is a great example of how to display images of each food item on the menu [Exhibit 29].

Exhibit 29: The Kebab Shop Displays Food Images Next to Each Item
IDEA 3: IMPLEMENT A MARKETING INTERNSHIP

Hire two interns from SDSU or another local university. There is a lot of responsibility involved in marketing for both the restaurant and the catering business. Being able to have one member of the staff dedicated solely to marketing duties for the restaurant and one for catering is not only beneficial, but absolutely necessary. A dedicated intern will cost the least for the greatest return. Since marketing is the area that needs the greatest improvement it can also have the most impact and show the greatest returns.

SDSU offers an internship program for businesses. The contacts for this program can be found in Appendix F. To hire an intern at SDSU there is a simple process for registering to begin employing an intern. The choice is made between a paid and unpaid intern. The difference seems to be a paid internship will be easier to implement and usually attracts a higher quality, more dedicated student. You can also qualify to get more hours from them.
IDEA 4: EXPAND SOCIAL MEDIA SITES

California Kebab is integrated with social media. However, both locations, College Area and Pacific Beach, share a Facebook and Twitter account. This is more likely to confuse customers. Pacific Beach and College Area are two different restaurants with two different target markets.

College Area California Kebab location should have its own Facebook, Twitter, and other social media accounts. It’s an effective way for College Area California Kebab to connect with its customers online and provide updates on services. The page should update fans on theme nights, promotions and future events.

Social media should be coherent on California Kebab’s online presence. The homepage should feature key social media icons: Facebook and Twitter. Facebook pages should be separate for each of California Kebab’s locations. For social media monitoring resources refer to Appendix I: Social Monitoring Tools (Miller, 2010, p. 427).

The editorial calendar will also provide a schedule to organize social media. There are resources available to help with social media.

SCORE San Diego – Online Workshop

Socially Successful: The Five Steps to Social Media Success
www.sandiego.score.org/events/workshops/free-live-webinar-socially-successful-five-steps-social-media-success
IDEA 5: CREATE A CATERING WEBSITE

The following image in, Exhibit 30, portrays a catering website that is simple and portrays a clear brand image for the company. Waters Catering is similar to California Kebab Catering in the aspect of healthy and organic food quality.

Exhibit 30: Catering Website Example, www.waterscatering.com

Find web designer on Craigslist

Click on “creative” and/or “computer” under “services.” Enter web designer in the search box and list of web designers will appear.

www.sandiego.craigslist.org
IDEA 6: COLLEGE AREA BID WEBSITE

California Kebab is a part of the College Area Business Improvement District and one of the benefits is to get listed on the online directory, a snapshot can been seen on Exhibit 31. There are upgradeable levels of the site and the fees depend on the account type and if a company wants more benefits the cost will increase. Some advantages the BID website offers to local business are maps and directions, social media sharing, coupons, and streaming video. This is a great tool to showcase its online presence to the College Area community who are always searching on the web for their next local restaurant to support.

Exhibit 31: BID Online Directory
# IDEA 7: INCREASE COMMUNITY INVOLVEMENT

College Area has a list of Community groups as can be seen in Table 8. Every one of these groups are potential catering clients. Stay updated with the College Area Neighborhood Calendar and offer to cater events. This is a great way to market California Kebab.

**Table 8: Neighborhood groups in College Area**

<table>
<thead>
<tr>
<th>Category</th>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Designated Planning Groups</td>
<td></td>
</tr>
<tr>
<td></td>
<td>College Area Community Planning Board (CACPB) (See CACC)</td>
</tr>
<tr>
<td></td>
<td>Eastern Area Communities Planning Committee (EACPC)</td>
</tr>
<tr>
<td>Redevelopment Project Areas and Committees</td>
<td></td>
</tr>
<tr>
<td></td>
<td>College Community Redevelopment Project Area Committee (PAC)</td>
</tr>
<tr>
<td></td>
<td>Crossroads Redevelopment Project Area Committee (PAC)</td>
</tr>
<tr>
<td></td>
<td>College Grove Redevelopment Project Area</td>
</tr>
<tr>
<td>Home Owners Associations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alvarado Estates Home Owners Association</td>
</tr>
<tr>
<td>Community Councils</td>
<td></td>
</tr>
<tr>
<td></td>
<td>College Area Community Council (CACC) (See CACPB)</td>
</tr>
<tr>
<td></td>
<td>College View Estates Association (CVEA)</td>
</tr>
<tr>
<td></td>
<td>El Cerrito Community Council (ECCC)</td>
</tr>
<tr>
<td></td>
<td>Oak Park Community Council (OPCC)</td>
</tr>
<tr>
<td></td>
<td>Redwood Village Community Council (RVCC) (formerly Darnell)</td>
</tr>
<tr>
<td></td>
<td>Rolando Community Council (RCC)</td>
</tr>
<tr>
<td></td>
<td>Rolando Park Community Council (RPCC)</td>
</tr>
<tr>
<td>Business Improvement District</td>
<td></td>
</tr>
<tr>
<td></td>
<td>College Area Business Improvement District (BID)</td>
</tr>
<tr>
<td></td>
<td>University BID/PBID/MAD Formation Committee (See Crossroads Redevelopment University Ave Subcommittee)</td>
</tr>
<tr>
<td>Other Groups</td>
<td></td>
</tr>
<tr>
<td></td>
<td>College Neighborhoods Foundation (CNF)</td>
</tr>
<tr>
<td></td>
<td>Retired Senior Volunteer Police (RSVP)</td>
</tr>
<tr>
<td></td>
<td>El Cerrito Preservation</td>
</tr>
<tr>
<td></td>
<td>Friends of the College-Rolando Library</td>
</tr>
<tr>
<td></td>
<td>Mesa Colony</td>
</tr>
<tr>
<td>Saranac / Mohawk Neighborhood Group</td>
<td></td>
</tr>
<tr>
<td>------------------------------------</td>
<td></td>
</tr>
<tr>
<td>San Diego State University (SDSU)</td>
<td></td>
</tr>
</tbody>
</table>

College Area Community Calendar:
[www.collegeneighborhoods.com/resources/calendar.htm](http://www.collegeneighborhoods.com/resources/calendar.htm)
IDEA 8: PRINT PROMOTIONS

Print promotions for California Kebab should include photographs of the food. Since this food is considered ethnic, some of the target customers might not know what the food is. A healthy, yet affordable brand image should come across in the print advertisements. The following mock print ad portrays a month’s special, with the price. This ad is easy to read, provides only the most important information, and has a QR (quick reference) code for cell phones. The option of ordering online should be included on every print ad, due to the quick paced lives of the target market. Since there is lack of parking, the option of ordering online and picking up the food should be portrayed in all the ads, especially the car flyer ads. Also, online ordering gives the option for student customers to place their order online and pick up their meal between classes.

Exhibit 31: California Kebab Mock Print Advertisement
Exhibit 32: Example of Flyer Distribution
IDEA 9: PROMOTE LOYALTY PUNCH CARD

The California Kebab loyalty card [Exhibit 33] will create an incentive to increase current customer business. It will also attract new customers who are interested in getting inexpensive or free food offerings. The following loyalty card will be honored for only one month. This will encourage repeat customers to return within the month in order to receive the free beer. Since other restaurants in the area serve beer, this loyalty card will convince customers to come back to California Kebab more frequently. This example can be used for other food offers as well.

Exhibit 33: Example of California Kebab Loyalty Card
IDEA 10: REFERRAL BONUS

Offer a bonus to existing or previous catering customers who refer California Kebab as a caterer. For example, give them a $100 gift card to a local retailer or a discount on future services if the referral turns into actual business. However, the amount of the gift card and discount can vary depending on how much the client spends. Durant (2012) explains that referrals work well with weddings because people “are likely to have a social group that includes others who will soon marry”.

SDSU Small Business Consulting Program
REFERENCES


## Appendix A: Student Age Summary

### San Diego State University

**Student Age Summary**

**Fall 2012**

### San Diego Campus

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Campus Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 or Younger</td>
<td>481 1.9%</td>
<td>0 0.0%</td>
<td>481 1.6%</td>
</tr>
<tr>
<td>18</td>
<td>3,806 14.6%</td>
<td>0 0.0%</td>
<td>3,806 12.3%</td>
</tr>
<tr>
<td>19</td>
<td>3,556 13.7%</td>
<td>1 0.0%</td>
<td>3,557 11.5%</td>
</tr>
<tr>
<td>20</td>
<td>3,636 14.9%</td>
<td>1 0.0%</td>
<td>3,637 11.8%</td>
</tr>
<tr>
<td>21</td>
<td>4,091 15.7%</td>
<td>65 1.3%</td>
<td>4,156 13.5%</td>
</tr>
<tr>
<td>22</td>
<td>3,245 12.5%</td>
<td>320 6.6%</td>
<td>3,565 11.6%</td>
</tr>
<tr>
<td>23</td>
<td>1,830 7.0%</td>
<td>504 10.4%</td>
<td>2,334 7.6%</td>
</tr>
<tr>
<td>24</td>
<td>1,178 4.5%</td>
<td>525 10.8%</td>
<td>1,703 5.5%</td>
</tr>
<tr>
<td>25-29</td>
<td>2,653 10.2%</td>
<td>1,789 36.8%</td>
<td>4,442 14.4%</td>
</tr>
<tr>
<td>30-34</td>
<td>797 3.1%</td>
<td>795 16.4%</td>
<td>1,592 5.2%</td>
</tr>
<tr>
<td>35-39</td>
<td>289 1.1%</td>
<td>342 7.0%</td>
<td>631 2.0%</td>
</tr>
<tr>
<td>40-44</td>
<td>180 0.7%</td>
<td>188 3.9%</td>
<td>368 1.2%</td>
</tr>
<tr>
<td>45-49</td>
<td>109 0.4%</td>
<td>128 2.6%</td>
<td>237 0.8%</td>
</tr>
<tr>
<td>50 or Older</td>
<td>131 0.5%</td>
<td>203 4.2%</td>
<td>334 1.1%</td>
</tr>
</tbody>
</table>

**Campus Total**

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Campus Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25,982 100.0%</td>
<td>4,861 100.0%</td>
<td>30,843 100.0%</td>
</tr>
</tbody>
</table>

**Mean**

- Undergraduate: 22.5
- Graduate: 30.0
- Campus Total: 23.6
### Appendix B: Enrollment by Ethnicity

#### San Diego State University

**Enrollment by Ethnicity**  
**Fall 2012**

<table>
<thead>
<tr>
<th><strong>San Diego Campus</strong></th>
<th><strong>Undergraduate</strong></th>
<th><strong>Graduate</strong></th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian</td>
<td>75</td>
<td>21</td>
<td>96</td>
</tr>
<tr>
<td>African American</td>
<td>1,009</td>
<td>149</td>
<td>1,158</td>
</tr>
<tr>
<td>Mexican American</td>
<td>6,028</td>
<td>696</td>
<td>6,724</td>
</tr>
<tr>
<td>Other Hispanic</td>
<td>1,457</td>
<td>211</td>
<td>1,668</td>
</tr>
<tr>
<td>Asian</td>
<td>1,024</td>
<td>260</td>
<td>1,284</td>
</tr>
<tr>
<td>SE Asian</td>
<td>779</td>
<td>86</td>
<td>865</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>94</td>
<td>6</td>
<td>100</td>
</tr>
<tr>
<td>Filipino</td>
<td>1,851</td>
<td>128</td>
<td>1,979</td>
</tr>
<tr>
<td>Multiple Ethnicities</td>
<td>1,347</td>
<td>178</td>
<td>1,525</td>
</tr>
<tr>
<td>White</td>
<td>9,774</td>
<td>2,192</td>
<td>11,966</td>
</tr>
<tr>
<td>Other/Not Stated</td>
<td>1,455</td>
<td>460</td>
<td>1,915</td>
</tr>
<tr>
<td>International</td>
<td>1,089</td>
<td>474</td>
<td>1,563</td>
</tr>
<tr>
<td><strong>Campus Total [1]</strong></td>
<td><strong>25,982</strong></td>
<td><strong>4,861</strong></td>
<td><strong>30,843</strong></td>
</tr>
</tbody>
</table>

[1] Total Enrollment: 30,843
Appendix C: Enrollment Summary

San Diego State University
Enrollment Summary

The Chancellor's Office changed the calculation of Full-Time Equivalent Students (FTES) to be the number of units attempted by undergraduate and post-baccalaureate students divided by 15 combined with the total number of units attempted by degree-seeking graduate students divided by 12. Previously, FTES was calculated by dividing all units attempted by 15. FTE is NOT the number of full-time students.

Starting Summer 2009, this report calculates FTES based on the new rebalanced calculation.

<table>
<thead>
<tr>
<th>SD Campus</th>
<th>Enroll</th>
<th>FTES</th>
<th>Avg Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Total</td>
</tr>
<tr>
<td>Fresh</td>
<td>2,106</td>
<td>2,677</td>
<td>4,585</td>
</tr>
<tr>
<td>Sophomore</td>
<td>1,472</td>
<td>2,148</td>
<td>3,620</td>
</tr>
<tr>
<td>Junior</td>
<td>3,300</td>
<td>3,953</td>
<td>7,253</td>
</tr>
<tr>
<td>Senior</td>
<td>4,728</td>
<td>5,396</td>
<td>10,124</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>11,600</td>
<td>14,374</td>
<td>25,924</td>
</tr>
<tr>
<td>Post Bacc</td>
<td>117</td>
<td>421</td>
<td>538</td>
</tr>
<tr>
<td>Master's</td>
<td>1,576</td>
<td>2,234</td>
<td>3,810</td>
</tr>
<tr>
<td>Doctoral</td>
<td>205</td>
<td>308</td>
<td>513</td>
</tr>
<tr>
<td>Graduate</td>
<td>1,908</td>
<td>2,663</td>
<td>4,561</td>
</tr>
<tr>
<td>Total</td>
<td>13,505</td>
<td>17,337</td>
<td>30,843</td>
</tr>
</tbody>
</table>
Appendix D: Student Profile

San Diego State University
5500 Campanile Drive
San Diego, CA 92182-7465

Official telephone: (619) 594-5200
Fax number: (619) 594-8942
Website: www.sdsu.edu

STUDENT PROFILE
Total undergraduates: 11,774 men, 15,763 women, 27,537 total
Full-time undergraduates: 9,561 men, 13,303 women, 23,264 total
Part-time undergraduates: 1,813 men, 2,460 women, 4,273 total
Total graduate students: 2,523 men, 3,730 women, 6,253 total
Full-time graduate students: 1,199 men, 2,104 women, 3,303 total
Part-time graduate students: 1,324 men, 1,626 women, 2,950 total
Average age of full-time undergraduates: 22

U.S. region where majority of students come from: West
Percent of full-time U.S. undergraduates from out of state: 6%

First-year student breakdown:
- 4.3% Black (non-Hispanic)
- 0.2% American Indian or Alaskan Native
- 14.3% Asian or Pacific Islander
- 32.6% Hispanic
- 26.4% White (non-Hispanic)
- 1.9% total international (nonresident aliens)
- 16.3% race/ethnicity unreported/unknown

Undergraduate breakdown:
- 4.1% Black (non-Hispanic)
- 0.6% American Indian or Alaskan Native
- 15.2% Asian or Pacific Islander
- 25.9% Hispanic
- 41.6% White (non-Hispanic)
- 3.4% total international (nonresident aliens)
- 9.9% race/ethnicity unreported/unknown
Appendix E: Marketing Plan Template

<table>
<thead>
<tr>
<th>Document Content</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXECUTIVE SUMMARY</strong></td>
</tr>
<tr>
<td>1. SITUATION ANALYSIS</td>
</tr>
<tr>
<td>1.1 Industry Analysis</td>
</tr>
<tr>
<td>1.2 Sales Analysis</td>
</tr>
<tr>
<td>1.3 Competitive Analysis</td>
</tr>
<tr>
<td>1.4 Customer Analysis</td>
</tr>
<tr>
<td>1.5 SWOT Analysis</td>
</tr>
<tr>
<td>1.6 Analysis of Marketing Activities (if applicable)</td>
</tr>
<tr>
<td>2. OBJECTIVES</td>
</tr>
<tr>
<td>2.1 Corporate Objectives</td>
</tr>
<tr>
<td>2.2 Marketing Objectives</td>
</tr>
<tr>
<td>3. MARKETING STRATEGY</td>
</tr>
<tr>
<td>3.1 Market Segmentation Strategy</td>
</tr>
<tr>
<td>3.2 Targeting Strategy</td>
</tr>
<tr>
<td>3.3 Product Life Cycle</td>
</tr>
<tr>
<td>3.4 Potential Strategies</td>
</tr>
<tr>
<td>3.5 Core Strategy</td>
</tr>
<tr>
<td>4. MARKETING PROGRAMS</td>
</tr>
<tr>
<td>4.1 Marketing Mix</td>
</tr>
<tr>
<td>4.2 Loyalty Programs</td>
</tr>
<tr>
<td>4.3 Customer Service &amp; Support</td>
</tr>
<tr>
<td>4.4 Market Research</td>
</tr>
<tr>
<td>4.5 Personal Selling</td>
</tr>
<tr>
<td>4.6 Trust and Credibility</td>
</tr>
<tr>
<td>4.7 Trade Promotions</td>
</tr>
<tr>
<td>5. IMPLEMENTATION PLAN</td>
</tr>
<tr>
<td>5.1 Product Design and Development</td>
</tr>
<tr>
<td>5.2 Marketing &amp; Sales</td>
</tr>
<tr>
<td>5.3 Distributors</td>
</tr>
<tr>
<td>5.4 Resource Requirements</td>
</tr>
<tr>
<td>5.5 Scheduling</td>
</tr>
<tr>
<td>6. PERFORMANCE EVALUATIONS AND MONITORING</td>
</tr>
<tr>
<td>6.1 Monitoring Ad Campaigns</td>
</tr>
<tr>
<td>6.2 Sales Analysis</td>
</tr>
<tr>
<td>6.3 Profit and Loss Statements</td>
</tr>
<tr>
<td>6.4 Meeting Schedule</td>
</tr>
<tr>
<td>6.5 Customer Profiling</td>
</tr>
<tr>
<td>6.6 Salesforce Evaluation</td>
</tr>
<tr>
<td>7. FINANCIAL INFORMATION</td>
</tr>
<tr>
<td>7.1 Financial Capsule</td>
</tr>
<tr>
<td>7.2 Financial Assumptions</td>
</tr>
<tr>
<td>7.3 Budget</td>
</tr>
<tr>
<td>7.4 Sales Projections (5 years)</td>
</tr>
<tr>
<td>8. CONTINGENCY PLANS</td>
</tr>
<tr>
<td>8.1 Symptoms of Failure</td>
</tr>
<tr>
<td>8.2 Alternative Strategies</td>
</tr>
<tr>
<td>APPENDICES</td>
</tr>
</tbody>
</table>
Appendix F: Contact Information for SDSU Student Interns

Contact Us

CHRIS GRAHAM
Executive Director of External Affairs
(619) 594-2899
cgraham@mail.sdsu.edu

JOYLYN DARNELL
Corporate Involvement Specialist
(619) 594-6476
jdarnell@mail.sdsu.edu

LINDA GUZZO
Undergraduate Internships
(619) 594-0435
lguzzo@mail.sdsu.edu

ANGELICA BOURAS
Programs Coordinator
(619) 594-3939
Angelica.Bouras@mail.sdsu.edu

Dr. James Tarbox
Director, SDSU Career Services
619.594.4379
jtarbox@mail.sdsu.edu

EMC
Elysha Decker
EMC Marketing Specialist, Internship Manager
edecker@emc.sdsu.edu

THE CORKY MCMILLIN CENTER FOR REAL ESTATE
Gloria Negrete, CMCRE Program Manager
(619) 594-8328
gnegrete@projects.sdcsu.edu

Student Resources
Bryan Lubic
Professional Development Advisor, Graduate Business Programs
(619) 594-2609
blubic@mail.sdsu.edu
Learn more about Bryan: about.me/bryanlubic

Bobbie Gray
Undergraduate Career Counseling & Coordinator of the Mentorship Program
(619) 594-7067
bgray@mail.sdsu.edu

Alumni Resources
Business Alumni Network
Appendix G: Strategic Online Marketing Plan

**Strategic online marketing plan (sample)**  
11/1/10

<table>
<thead>
<tr>
<th>Objectives</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Become a business</td>
<td>Build an effective</td>
<td>Grow customer base</td>
<td></td>
</tr>
<tr>
<td>success story</td>
<td>online brand</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goals</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>100k website visits /mo</td>
<td>200 paid customers /mo</td>
<td>Hearable Score &gt;580</td>
<td>1,000 inbound links</td>
</tr>
<tr>
<td>10k Twitter followers</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimize website</td>
<td>Embrace publishing</td>
<td>Launch paid advertising</td>
<td>ID pitfalls &amp; opportunities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactics</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire SEO consultant</td>
<td>Hire social media mgr</td>
<td>SEM buys on Google</td>
<td>Subscribe to Heable</td>
</tr>
<tr>
<td>Multivariate testing</td>
<td>20+ blog posts each mo</td>
<td>Affiliate program</td>
<td>Implement tracking code</td>
</tr>
<tr>
<td>Usability testing</td>
<td>Syndicate w/ RSS &amp; API</td>
<td>Social search campaigns</td>
<td>Daily data briefings</td>
</tr>
<tr>
<td>Optimize for mobile</td>
<td>YouTube/FB channels</td>
<td>Test mobile ads</td>
<td>Performance based bonuses</td>
</tr>
</tbody>
</table>

[http://www.slideshare.net/heardable/strategic-online-marketing-plan-template](http://www.slideshare.net/heardable/strategic-online-marketing-plan-template)
Appendix H: California Kebab Editorial Calendar

1. Go to the website:
   http://www.moosylvania.com/blog/an-editorial-calendar-template-for-you-and-your-sanity/

2. Download the following editorial calendar (excel format)

3. Add email marketing activities to this calendar and complete it
Appendix I: Social Monitoring Tools

Free monitoring tools:
- Back Type (www.backtype.com)
- BourdReader (www.boardreader.com)
- BoardTracker (www.boardtracker.com)
- IceRocket (www.icerocket.com)
- Hootsuite (www.hootsuite.com)
- SocialMention (www.socialmention.com)
- Technorati Search (www.technorati.com/search/)

Paid monitoring tools:
- Alterian SM2 (socialmedia.alterian.com)
- Radian6 (www.radian6.com)
- Scout Labs (www.scoutlabs.com)
- Trackur (www.trackur.com)

Appendix J: Letter of Engagement
Appendix K: Group TimeLog