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**A MARKETING PLAN FOR ROLL&ROLL FAST-CASUAL
RESTAURANT**

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<p>Mexican cuisine and organic fast-casual concept become popular in the world, especially in American nowadays but in Vietnam, a South-East Asia country, they are still unfamiliar. However, Vietnamese young people, mainly consumer with strong purchasing power are getting more integrated with international culture. This means they are willing to try and react positively to international cuisine. Moreover, Vietnam is considered to have new attractions to traveller with numerous wonderful natural sightseeing. Therefore, it is probably prospective market for new restaurant businesses, especially trendy and creative ones. A key thing to remember is all of them need to focus on a marketing plan, which is an ideal tool to introduce new products and promote brand-awareness.</p> <p>This paper aims to create a marketing plan for Roll & Roll, a Mexican fast-casual restaurant opened in Vietnam based on a market research and competition analysis. With this available knowledge, a case study methodology will be utilized with online surveys whose respondents are mainly the restaurant's target consumers. Moreover, a definition of restaurant concepts, instruction and basic steps of how to generate a marketing plan is introduced and explained in the theoretical framework to give an in - depth understanding before starting a practical case.</p> <p>The result of this thesis should support entrepreneurs who plan to start up a restaurant business through a practical case: Roll & Roll restaurant. The marketing plan was designed based on available research information and the writer's personal experience during her working time in a restaurant.</p>		
Key words Marketing plan, entrepreneur, new business, restaurant		

PREFACE

Firstly, I would like to thank Loan Nguyen my manager of AI frescos restaurant where I worked summer 2015 for the advice, information and personal experience of her working life in restaurant industry. This knowledge was very valuable and helped a lot during writing the thesis.

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1 INTRODUCTION

Restaurant service industry is always a rich “land” for entrepreneurs because eating is a basic demand of humans and eating out is considered to be a common habit in developing countries where people are too busy with their working life to prepare a meal themselves at home. In Vietnam, eating out is not common but nowadays, it become more popular. According to a research by Jetro in “ Hanoi style 2013”, more than 50 % of Vietnamese people go out for lunch and breakfast, more than once a week. Thus, a student who studies Business management in Finland thinks about opening a restaurant in this potential country. With a passion on cooking, cuisine but also in business, she has dreamed about a restaurant business since she was in high school. Especially, when she has discovered fast-casual restaurant concept during internship period in Spain, the ideal about this restaurant model with innovation in healthy meals combining Mexican and Vietnamese cuisine became interesting.

The purpose of this thesis is providing a general description for Roll & Roll, a Mexican restaurant opened in Hanoi, Vietnam, especially focusing on its marketing plan. Hanoi is a promising but also competitive market because it is the capital city with a large population, attracting thousands of entrepreneurs and investments each year. Moreover, new restaurant ideals such as fast-casual model and healthy food have advantages but also disadvantage as these concepts are still unfamiliar to many Vietnamese people. Therefore, an effective and thoughtful marketing plan should be generated to make Roll & Roll outstanding in this market.

This paper has 5 chapters. First in chapter one, a background of Roll & Roll restaurant is described with information on product, service, management and finance. Chapter two is the theoretical framework, which defines the fast-casual restaurant concept and determines important factors and necessary steps to create an efficient marketing plan. Later, marketing research included market and

competition is analyzed in chapter three and based on these data and information, next chapter four is about detail marketing strategies. Finally, chapter five will explain the research conducted by online surveys as well as analyze the meaning of its results. There is a conclusion that provides the writer's personal opinions and recommendations.

2 PRESENTATION OF ROLL&ROLL RESTAURANT

2.1 Company overview

Rolls & Rolls is a Mexican sandwich shop which serves Mexican food such as Burrito, Tacos, Tortilla, Nachos.... drinks and sweets such as muffin and cronut. Their flavors are recreated to be more salty and spicy to satisfy local appetite. Moreover, with the awareness of the importance of healthy eating style in human life nowadays, a healthier side option is added to the menu such as whole grain tortilla and meat alternatives for vegetarians. The menu is a great combination of Mexican cuisines and Vietnamese taste at affordable prices compared to other fast food brands. Notwithstanding, the aim is to give customers a perception of higher value when building a delicious and healthy fast-food image.

In modern life, people become more busy with confined time for food preparation and therefore, seeking for fast, eatable and nutritious meals. Especially, the interest of Vietnamese young people in international food consumption is reported to increase nowadays. It is seen that the re-entry of many international fast food brands into Vietnam at the end of 2013 attracted enormous media interest as hundreds of Vietnamese consumers queued to buy food from the new restaurants. (Euromonitor 2014)

The location of the sandwich shop is in Xuan Dieu street, near West Lake, foreigner residence and international luxury hotels. Its size of 20m² square feet will consist of the cooking area with a refrigerator and freezer, counter eating area and waiting area for takeout food.

There will be one full-time employee and the owner working in day and night shift in turn. Management plans to adopt a "just in time inventory system" to avoid unnecessary refrigeration and excess stock.

Future plans include expanding the bakery line, increasing dining area and restroom, adding more delivery service in other areas and varying menu with more food and drink options.

2.2 Mission statement

Roll & Roll sandwich shop is a nice place offering you fast food meals with healthy and delicious options. The aim is to bring you food with more nature and organic ingredients, which are good for health but are deficient in normal fast foods. Moreover, focusing on customer satisfaction, there is an efficient and friendly service to make it the first choice for all people.

In the future, in process of the Roll & Roll sandwich shop development, employee welfare will be important for success. Employees should feel the success of this sandwich shop as their success. It is believed that happy employees make happy guests. Roll & Roll sandwich shop will be a great combination of a tasting and variety menu, a cozy atmosphere and friendly, happy staff.

More important, the dream is introducing Mexican cuisine to Vietnam's gastronomy through some representations of the best Mexican food. This food will become popular among Vietnamese people in the near future as it shows the Mexican soul and culture in each colorful ingredient and garnish.

Objectives

Roll & Roll restaurant's objectives for the first three years of operation includes:

- Keeping variable costs under 50%.
- Keeping the good quality of food and service.
- Promoting the restaurant's reputation in Hanoi city.
- Developing marketing and advertising strategy more professionally
- Averaging sales between per year.

- Expanding restaurant's operation scale in delivery

Keys to Success

- Fresh and organic food, great service quality
- Unique decoration, youthful and modern ideas and cozy and friendly atmosphere are important factors making our special in competitive market.
- The menu is renewed and updated continuously to meet customer's needs and desires. They will feel curious each time they come to restaurant with varieties in lunch menu and menu of the day.
- Controlling costs at all times without exception.
- Celebration of special music night with performs of local artists, especially in festival.
- Focusing on customer service and customer relationship

The location of the restaurant is convenient and is concerned as a rich and potential market so that Roll& Roll is created with differences than other restaurants to impress customers at the beginning. According to research, almost all restaurants in this area are luxurious and elegant restaurants. Therefore, a new concept for restaurant to attract new customer is needed. It is a mix of fast food and casual concept, which becomes a trend in many countries in the world but still a new definition in Viet Nam. In more detail, this restaurant offers delicious food in a fast and simple way but with dedicated preparation and fresh, organic ingredients. Our targeted customers are young couples, students, singles, who are busy and require fast but quality meals.

2.3 The product and service

Roll& Roll 's products, based on authentic Mexican tradition with a touch of Vietnamese cuisine, will include a diverse selection of items, from fresh Burrito and crispy Tacos to colorful salad and sweet cakes. Roll & Roll will offer its customers

quality meals with different experience unlike any other in Hanoi. Roll & Roll's hours of operation will consist of the following:

Monday – Friday: 8:30 a.m – 10 p.m

Saturday – Sunday : 10 a.m – 12 p.m

Below is the proposed menu Roll & Roll will serve:



Figure 1: Sample menu of Roll & Roll

2.4 Operation

Roll & Roll is located next to West Lake, on Tay Ho Street with an amazing view of famous lake in Hanoi. Roll & Roll will bring intimate and cozy feeling to customer with a balanced mix of modern and vintage décor. As it focuses on take-away and delivery, only 20 square feet is utilized for dining. The seating arrangement will

consist of table seating and waiting seating for take-away and delivery, promoting various level of convenience. Even though Roll & Roll serve Mexican food, it is not decorated as a Mexican restaurant. Nonetheless, main colors of restaurant are green, white and red, colors of the Mexican flag. There will be wooden chairs and tables, genuine brick flooring and walls. Roll & Roll will be able to seat between 20 to 25 patrons comfortably.

2.5 Management

Roll & Roll will be lead by Ton Linh, a Business Management student who has a passion for restaurant industry. She worked in many kinds of restaurant for several years before moving back to her country Vietnam to open a restaurant with new concept as her dream during years in university. Through knowledge and experience she obtained during part-time jobs and valuable academic course work and investment from her family, Linh opens a restaurant with interesting and innovative ideas. Sales for year two and three are promisingly great and profitability will be reached by the end of year two.

2.6 Finance

Sales Assumption

One of the most important things in financial projection is a set of sale projections in which sales assumptions are built based on past experience, calculations and research.

- Most Optimistic Projection of € 54,000/year in sales is based on approximately 50 customers per day (360 days/year) with an average meal check of € 3/ per meal.
- Middle Projection of € 48,600/year in sales is based on approximately 45 people per day (360 days/year) with average bill value of € 3.

- Most Conservative Projection of € 43,200/year in sales is based on approximately 40 customers per day (360 days/year) with an average guest check of € 3.
- Variable costs are based on 30 % of sales which is quite high compared to fixed costs because limitations in sources of ingredients and materials. In the future, the goal is reduced to 25 %.
- Labor costs will be confined approximately to 2 people/ a day with each shifts included 6 hours per day. Start-up costs are also reduced with using of existing or second-hand furniture and equipment.
- Growth in sales is figured at a 17 % increase per year.

In the beginning, Roll& Roll is a small restaurant, which serves customers in a fast and simple way; this concept is shown through simple and modern restaurant décor and friendly service manner. Moreover, the owner of the restaurant desires to show her interest in environment-friendly and energy-saving issues so during start-up time, she try to save start-up costs by using second-hand and old equipment. However, with the assistance of a design team, they are remade to create a vintage and delight ambience for restaurant. Because of a small scale of restaurant, Cashier | Point of Sale (POS) application on Mac Book and Ipad are used which are costs saving and convenient.

Middle Projection : Year 1

Income Statement and Balance Sheet

INCOME STATEMENT (October 2016- September 217)

Net Sales	€ 48,600
Less: Costs of Sales	€16,200
Gross Profit	€32,400
Less: Operating Expenses	€13,440
Operating Profit	€18,960

Income Statement and Balance Sheet

Less: Other Expenses (net)	€150
Profit Before Taxes	€18,810

3 MARKETING FOR FAST CASUAL RESTAURANT

3.1 Definition of fast casual restaurant

Life standard is developing day by day and people's demand on food quality is increasing as well. In years of 20th century, fast food industry became popular and essential in European and American life because of its low price and increasingly busy lifestyles. However, in 21st century, after many announcements about hazards of fast and convenient meals because of their high amounts of sat and fat, people start to consider about their meal's quality, instead of only its convenience and quantity. (Clarke 2015, Clark 2012)

Therefore, people work in restaurant industry, especially in fast food industry aware of the importance of renovation in this market. Then, fast casual restaurant concept appeared and gained popularity at the end of the 2000s and the beginning of the 2010s. It is defined as a type of restaurant " that does not offer full table service, but promises a higher quality of food with fewer frozen or processed ingredients than a fast food restaurant". It can be said that fast - casual is a unique combination of quick - service and casual- dining concepts strengths to respond to customers demand. In more detail, according to the company Technomic Information Services' a fast casual restaurant should include following features:

- Limited-service or self-service format
- Average meal price between \$8 and \$15
- Made-to-order food with more complex flavors than fast food restaurants
- Upscale, unique or highly developed décor
- Most often will not have a drive thru

(BlueMauMau. 29 June 2011; Moskin 25 July 2014)

Nonetheless, the concept and service style of a fast casual restaurant may be mixed and variety depending on owner's aims, demographic variables and customers

preferences. Customers often take orders at a counter and sit down with their food. In other ways, the food is brought out to them once they have taken a seat or they pick them up by themselves when the food is ready. In spite of limited services, the fast casual industry has been a model for current and future success with many competitive differences, including the ambience and quality meal of casual dining and the convenience of quick service chains. Some well-known examples of fast casual restaurants include Chipotle Mexican Grill, Noodles & Company and Panera Bread.

Actually, until these days, fast food restaurants obtain a large market share by providing simple and fast alternatives with affordable price because there are still many people who do not really care about their health and pay their attention on healthy life style. Instead , economic benefits are first criteria in daily life. However, while a fast food meal costs between \$5 and \$7 offering average food quality, no table service, and limited customization, fast casual restaurant is a great alternative when serving inexpensive meals with fresh ingredients and custom meals. In addition to this, there are many reports and announcements about the dangers fast food bring to people health. As a result, it becomes a big competitor to fast food operators in the realm of food service market. Moreover, more and more of today's food trends and innovations are commencing the Fast Casual area.

In fact, fast casual restaurants were seen to be successful during 2007 in spite of the great economic crisis with increasing sale to the 18-34 age group in the US and the growing number recorded 11 % per year. Even though the fast casual concept was fresh at that time, a study by Technomic indicated this niche has developed as the fastest growing restaurant sector since 2006. "According to Technomic's 2014 Top 500 chain restaurant report, sales for fast casual chains grew by 11 % and store count by 8 % in 2013." Apparently, with the power of education and entertainment promoting the importance of healthy food, customers tend to spend their limited budget for healthier meals than a poor quality ones in traditional fast food restaurants. When consumers are satisfied with what they eat, they become loyal to a brand or

concept. Food quality plays an essential part in the success of fast-casual restaurants. (Jargon, 1 February 2010; Clark 2012)

In short, fast casual is a mix of restaurant concept between quick service and casual dining which offers diners fresh and delicious meals fast and conveniently with partly table service and attention on customer satisfaction. These distinctions of fast-casual concept attract a large market share, then explaining for rapid growth of restaurant in this field.

3.2 Marketing of fast casual restaurant

Marketing is necessary for every business and restaurants are not an exception. In fact, marketing is always an essential part of restaurant business plan during and after start-up time. The purpose of a marketing plan is to attract, acquire, engage new customers and build customer relationships. There are many techniques to create and implement a marketing plan successfully, including launching promotions, discounts, offering tasting samples, especially broadcast advertising which is the most common way in Viet Nam.

Each year, many restaurants in the world spend a large amount of money for marketing and advertising because they are aware of the importance of marketing in booting sales revenues. Moreover, especially for new restaurants such as fast casual ones, smart and effective marketing and advertising strategies can enhance visibility to the general public and spread the brand and new concept to people. In case of existing individual restaurants, which face many intense competitors, managers and owners have to develop creative marketing ideas and concepts to achieve a competitive edge in marketplace.

Actually, fast-casual restaurants with an emphasis on fresh and healthy food make themselves really outstanding in restaurant industry, especially when their main targeted customer who really care about not the weight but the quality of food.

Therefore, traditional marketing and advertising do not have significant effects on their development. Instead, many fast-casual restaurants in the world have been successful with their innovation and unique ideals and concepts such as Chipotle and Taco Bell. Nonetheless, all of them are still created based on primary steps mentioned in next part. (Johnson 2016)

3.3 Critical opponents in a marketing plan

A marketing plan is not simply designing and conducting campaigns, promotions, advertisement but a complex and structured process that requires integrating with other business functions to develop products and service to satisfy customer's need. A successful marketing plan is created based on research on markets, customers, demography..... According to Michael Fleischner, the founder and President of MarketingScoop, an expensive one with a thousand pages might not be effective as a simple and comprehensible one with detailed and thorough research and appropriate implementation. (MarketingScoop.com 2016) To do this properly, there are certain basics marketers should follow:

Market research

The systematic process of collecting, recording and analyzing data for a particular target market, competition, and/or environment through techniques such as surveys, product testing and focus groups to help a company make decisions related to products, service or ideas before they become available to the public. (Parasuraman, 2006, 9)

Target market

A target market is a group of customers a business has decided to aim its marketing efforts on to consume their goods. In this part, a market analysis is written including description of target buyers in demographic, psychographic, and lifestyle terms; what a target buyer wants, needs, attitudes, and his perceptions of category products and services; where target buyers are located and how to reach

them, which segments of the total market or category are growing or declining and why. (Kurtz, Dave 2010)

Product

In marketing, a product is anything that can be offered to a market that might satisfy a want or need. In a marketing plan, the market needs to concern about its features, its advantage compared to previous and current favorite products and its benefits to customer. (Kotler, Armstrong, Brown, & Adam. (2006)

Competition

Research and reports about competitors are important including competitive advantages and current activities. As a consequence, a company can conclude what makes it different from its competitors.

Mission statement: Even though how creative a marketing plan is, it has to be in accordance with company's mission statement in which key market, contribution, distinction, company image and sustainable future development are included.

Market Strategies

While a marketing plan indicates how a company can achieve its goals, market strategies explain clearly what these goals are such as increasing sale or obtaining sustainable competitive advantages. It is conceived that how important to determine and perceive objectives before planning to achieve them. It is the reason why market strategies should be involved in marketing plan. There are many components mentioned in this part such as: promotions, advertising, contribution methods, networking and social media. (MarketingScoop.com 2016)

Pricing, Positioning and Branding

Setting a reasonable price of the product is always a challenge to the decision maker. The right price will attract the target customers and ensure to bring the company profit. On the contrary, an incorrect price drives entrepreneurs out of business.

Another important part of a marketing plan is the place of distribution: where to introduce product effectively to customers and how to achieve brand awareness. (MarketingScoop.com 2016)

Budget

A marketing plan is just a paper without money. Therefore, a well-designed budget is convinced to be the most important criteria to create a realistic marketing plan and help improve revenue. (MarketingScoop.com 2016)

Marketing goals

Marketing goals are what a company wants to achieve through its marketing activities. Goals need to be assimilated into and support the overall business goals. Furthermore, they should be measurable to be realistic and specific. For instance, marketing goals in a marketing plan can be showed through certain numbers such as a year-end revenue figures or percent increase in unit sold each year, number of traffic visitors in social media channels. (MarketingScoop.com 2016)

Monitoring your result

A good strategy on paper does not promise definitely a successful outcome for a company unless it is implemented properly with an effective monitoring and supervising system. Making a marketing plan is time-consuming, expensive and its impact on the overall business operation is significant. Hence, it should be tested and analyzed dedicatedly through customer surveys, daily report of web traffic and visitors after trial time of new plan. (MarketingScoop.com 2016)

3.4 Five simple steps to create a marketing plan

Marketers all know what a marketing plan is and which information they have to research for creating one but not all of them know clearly how to handle these information and start writing a marketing plan systematically. Therefore, all of them need to follow an appropriate guide with detailed steps to complete a marketing plan

in a simple and effective way without wasting time. In “ Start your own business”, a book published by Entrepreneur 2010, a famous website for business people, emerging businesses find for themselves a simple instruction to create a successful marketing plan including 5 basic steps listed below:

Step 1: Situation analysis

To gain a market share, a company has to understand clearly its product, how it benefits to customers and what makes it different from other products of competitors in same market. Thus, the first part of marketing plan should be a situation analysis, which includes the definition of products with detailed description, general presentation of a company with a SWOT analysis. This part can be conceived as a snapshot of a company ‘s current circumstances to provide marketer overall information and from which, suitable marketing tactics and plan can be found. (Entrepreneur Press 2010)

Firstly, a product definition should not be a simple list of its features. Instead of this, marketers have to emphasize its outstanding characteristics comparing to other competitor’s products. In short, it is not enough to only describe what product company offers the market, people also need a clear understanding of what competitors are offering and indicate how their product provides better value.

Secondly, a SWOT analysis gives an overview of a company’s strengths, weaknesses, opportunities and threats. In more details, “ strengths and weaknesses refer to characteristics that exist within your business, while opportunities and threats refer to outside factors.” Strengths are a company’s competitive advantages and weaknesses are what a company lacks, especially comparing to competitors. Next, opportunities are benefits which a company can make use of on the market such as investment, expanding market, and threats are external factors which may stop a company from gaining a market share. Based on a SWOT analysis, decision makers can create new ideas, know their problems and find smart solutions. . (Entrepreneur Press 2010)

Finally, with all collected information mentioned above, target buyers are identified and coupled with their thinking and desire toward business. The easiest ways to obtain this information is conducting research, paper or online customer surveys and or utilizing current available research of organizations. (Entrepreneur Press 2010)

Step 2: Describe prospective customer

Based on statements about a business's potential customers in step one, step two is making their profile with full details " in term of demographics—age, sex, family composition, earnings and geographic location—as well as lifestyle." This knowledge plays an essential role in designing and optimizing media and public relations campaigns to ensure marketing succeed. (Entrepreneur Press 2010)

Step 3: Marketing goals

This step is about listing marketing goals, which are a company's desirable outcomes through marketing actions. They might be specific and measurable as quantitative translations that fit with your company's financial objectives or a simple statement of a company culture or attitude. Especially, marketers should review a company's situation and financial budget to establish realistic and reasonable marketing goals. (Levinson & Lautenslager 2014)

Step 4: Developing marketing communication strategies and tactics

Marketing communication strategies and tactics are tools for a company to achieve its marketing objectives. Thus, this section is considered to be the main content of a marketing plan and is written in detail based on a business situation, market research and outlined a business' best prospects in the previous section.

An effective strategy plan should target all three customers prospects: cold, warm and hot. For cold ones, advertisement and direct marketing are used to attract customers who do not know about a company and its product at all. Warm prospects are individuals who have previously been exposed to your ads and marketing and will

react positively “permission-based email, loyalty programs and customer appreciation events.” The last but critical ones are hot prospects that are familiar to the business brand and ready to spend a budget for the company’s product. In particular, close sales are supported by interpersonal sales contacts in person, by phone or through emails combined with marketing. Generally, it is concluded that in this step, primary marketing strategies are designed with “ a variety of tactics to reach prospects at any point in your sales cycle.” (Entrepreneur Press 2010)

Additionally, marketing strategies will be more flexible and impactful in a competitive market if the marketer knows how to identify and utilize marketing mix, associated with 4P’s: price, product, promotion and place. Online marketing nowadays is said to be one of the most effective marketing tools in which social channels and medias are perfect to deliver information of business’ products to customers. Nonetheless, a marketer should select types of media, which not only attract customer but also have the relevant content to company ‘s product concept

Step 5: Set a budget

Finance always is an initial issue when people start creating a marketing plan, especially regarding to a start-up business with limited budget. It is reported that all businesses spend a certain amount of money for marketing each year because they understand that marketing is essential in business success. Notwithstanding, with correct adjustments and reasonable changes in a marketing plan, there are many available tactics, which can be mixed to fit a company’s budget but still reach a niche. (Entrepreneur Press 2010)

In conclusion, to generate a successful marketing plan, all components such as product, market, goals and budget and primary steps mentioned above should be considered and followed properly. However, marketers can adjust or compound flexibly depending on the business situation, especially company’s budget.

4 MARKET RESEARCH

4.1 Overview of Vietnam food service industry

Rolls & Rolls brand has first opened a restaurant in Hanoi, the capital of Vietnam, which is the second largest city with a total population of 7,087,700 people and the rate of urban population in Hanoi is roughly 41.1 %, equivalent to 2,632,087 people. Economically speaking, this city is a potential wealth market for start-up businesses with renovate concept, especially regarding of sixty per cent of its population below 30 years old “leading to an emerging class of higher-income, younger and more westernized consumers.” Moreover, a consumer price index (CPI) for food service industry, the annual growth rate of Hanoi in 2015 is reported to increase significantly compared to previous year and expected to continue a healthy growth. This trend can be interpreted by Vietnamese eating-out habits, especially in a big city as Hanoi and “it is considered a regular part of social life.” In addition to this, casual restaurants with affordable prices have always their preference other than luxury restaurants because street food has become part of Vietnam’s culture and price is an important criterion for a consumer’s buying decisions. (Euromonitor 2014; Agriculture and Agri-food Canada 2014)

Fas food industry, in current years, international fast food brands such as KFC, Lotteria, Burger King, McDonald and Baskin-Robbins are seen to expand their operation and achieve a healthy growth in the Hanoi market. For example, both fast food giants in Hanoi, Lotteria and KFC increased their number of outlets notably, improved service as well as enhanced their menu to more variety of dishes. Rising living standards, higher disposable incomes, increasingly busy lifestyle and the ongoing Westernization of the Vietnamese culture are the major reasons in this growth trend and support the forecast of a strong development in the future. Tran Ngoc Dung, general director of FTA (market research firm) believed that "Fast-

food market will grow during exciting and habits and tastes of consumers will change". (Euromonitor 2014)

In conclusion, based on research on the growth of fast food industry in Hanoi and Vietnamese consumer profile, Roll & Roll restaurant has a promising future development in this promising market segment. Especially, consumers in Hanoi are known to be challenging when it comes to eating and they focus on taste and quality, not only the convenience as consumers in Ho Chi Minh city. However, with advantages such as cheap labor costs and rich resources of agricultural products, it also attracts international operators, making the competition harder for emerging restaurants.

4.2 Target market

In order to develop products properly, enterprises need to understand their target customers who are their main consumers, ensuring a company's revenues as well as profits. Defining particular customer segment is believed to be a key for business success. In this case, Roll & Roll 's product offers international food with a new concept and is located near West lake which currently is popular location for young people and foreigners, expats because of its fresh atmosphere and dramatic view. Furthermore, according to research of The Middle East, major factors impacting on consumer fast food choice are " health knowledge fascination for eating out, socialization, urbanization, taste for college and university students, convenience formula-income families". Therefore, its targeted segments are defined as three following groups. (Baig, 2012)

The first and most potential group is students and officers from 17- 29 years who have a mid-range income, seeking trendy and comfortable restaurant and wanting to experience new tastes. Moreover, socially speaking, Vietnamese younger people tend to go out and meet their friends in casual restaurants as daily habits and prefer fast food as a way to show a new style, youthful and dynamic. In Vietnam, it is

recorded that 78% of people with income of 100\$ per month have been being used fast food because of its convenience and affordable price and the per cent for the key market demographic (15-24) is 17 % of total Hanoi population. In 2010, a survey conducted by global market research firm Nielsen showed that 42 percent of people questioned were interested in fast food and 76 percent of them were in range 20-39 years. In addition to this, there are two secondary schools and two high schools in which the average total student is a 1000 student. Meanwhile, Roll & Roll provides not only tasty and simple but also fresh and healthy meals in modern and an artistic atmosphere so it is believed that this restaurant will be the perfect choice for this customer range. Additionally, a healthy eating style becomes a popular trend in the community of modern and young people who wish to stay fit and energetic for a studying and working day. In brief, with all reasons mentioned above, young people are the main consumers that bring profits for Roll & Roll restaurant. (Euromonitor 2015, Vinaresearch 2012)

The second customer segment Roll & Roll aims at is foreigners and expats who are living and working in Hanoi, mostly locate in Tay Ho District in West Lake area. According to Hanoi Department of Culture, Sports and Tourism, the number of foreign arrivals in the capital rose by 5 %, reaching nearly 1.4 million in the first five months of this year. Additionally, it is reported by another recent research, there are about 100,000 foreigners from over 60 nations are living and working in Viet Nam of which 40 % are in Hanoi. Most of them choose residences in West lake because of its elegant view, fresh atmosphere and location near UNIS, the biggest international school in Hanoi. Moreover, in same area, there are two five-star hotels, which are Intercontinental and Sheraton and many other four-start hotels with full booking and great arrives of tourists around years. This demography will be very important in achieving success as there is more disposable income available compared to the college students and it is said that tourists tend to spend generously in their holiday. Moreover, foreigners, especially Westerns in Hanoi always need an organic fast-casual restaurant whose concept is popular in their country but still appear rarely in Vietnam even though various types of international restaurants are opened

increasingly in Hanoi, especially in West lake area. (Thanhniennews 2014, Vietnam National Administration of Tourism 2015, thongtinchungcu 2014)

The last group is families with children, mainly local residences near Roll & Roll's location. Actually, Vietnamese people, particularly elderly people are loyalty to traditional food. However, "Vietnam has made significant progress in development during the past two decades and it has increasingly integrated into the world economy" that leads to pressure in people's working and social life. Therefore, fast food becomes a great solution for housewives who have less time for cooking at home everyday. As a consequence, this trend in social life is growing progressively, especially when the economic situation of many Vietnamese families becomes stable and strong. More importantly, it is seen that fast-food meals including delicious sandwiches and crispy chips always attract children and satisfy their appetite. However, fast food is known to effect negatively on people's health, especially to children's physical development. Therefore, Roll & Roll with organic alternatives aim to changes in consumers' habits and taste and gains this potential customer segment. (Global Affairs Canada 2015, TheNational 2016)

4.3 Analysis of competition

It is said that if one business wants to win its competitors, the owner has to make a competitor analysis to understand the strengths weaknesses. In this case of Roll & Roll, it has to conduct a research on strong players operating in Hanoi. This city has been a potential market for international brands and investors to open and operate their businesses. Even though fast food is an emerging business concept it is seen to grow rapidly in current years. According to available researches and practical experiences, there are not many Mexican restaurants in Hanoi, which serve the same food as Roll & Roll. Moreover, all of them are fine-dining restaurants, which targets high-income customers. However, regarding fast-food industry, this restaurant has to compete with many strong international brands such as KFC, Lotteria, Burger King, Starbucks, Jollibee and upcoming Mc Donalds, in which Lotteria and KFC are the

biggest direct competitors, offering first fast-food sandwiches in Vietnam. It is reported that in 2014 there are 7 outlets KFC, 16 outlets Lotteria opened and these 2 companies also have plan to expand business, open more restaurants in all areas of Hanoi, the capital city of Vietnam. (TheHuffingtonPost.com2015, Redbrandbuilder 2015, DNA Branding 2015, Euromonitor 2015)

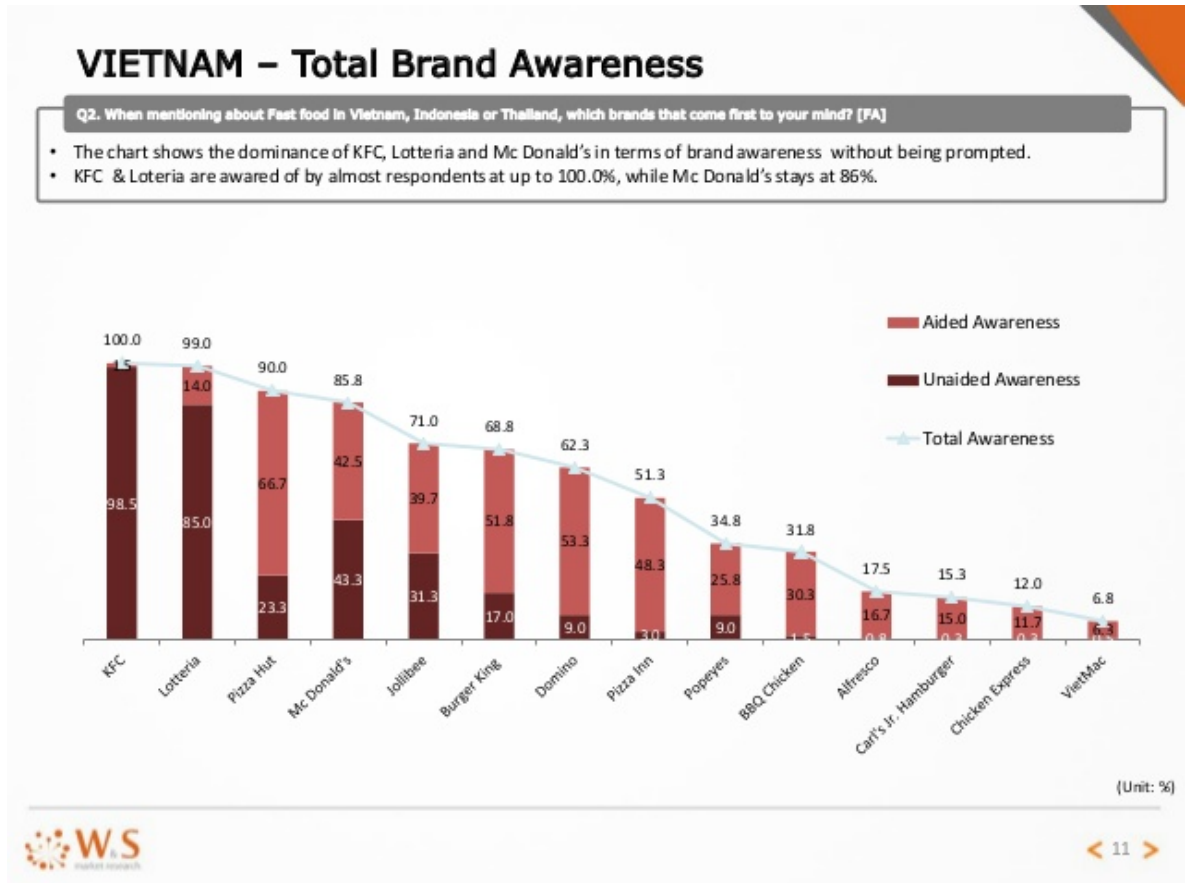


Figure 2: Total brand awareness (PT.nusaresearch)

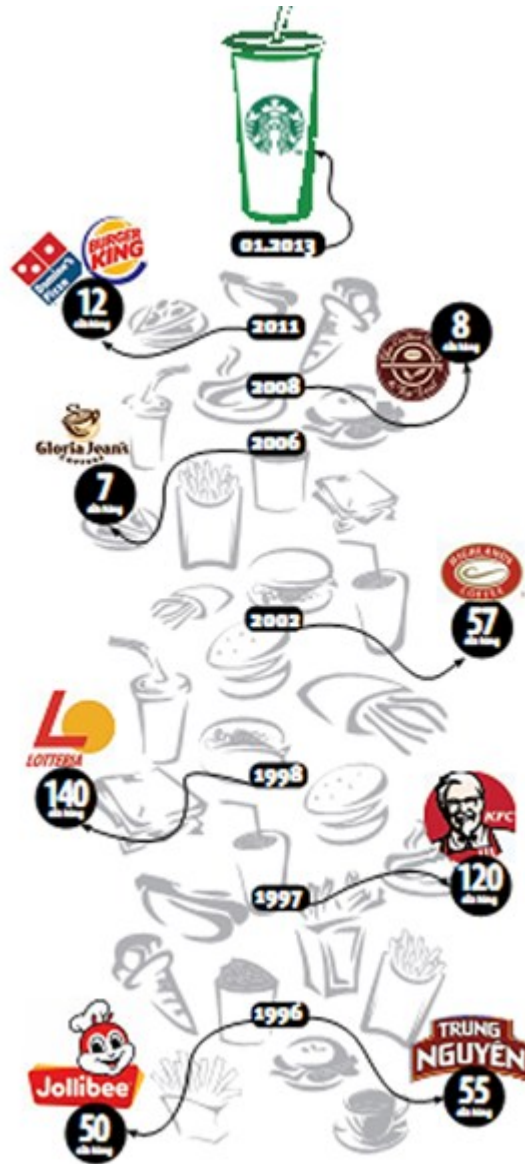


Figure 3: Timeline of fast-food brands in Vietnam (Source: DNA Branding 2015)

Lotteria

Brand Lotteria derived from Korea with two main favorite dishes, fried chicken and hamburgers is reported to be a leading brand in food service industry with 210 outlets across the country so far, the first one opened in Ho Chi Minh city in 1998. It belongs to the Lotte group, a strong corporation with professional management and business strategies with an aim to enhance customer living standard. This brand became popular in Vietnam in 2004 with the favorite product, Korean bulgogi burger, which

attracts young customers by the influence of Korean culture through Korean dramas and similar taste to Vietnamese cuisines. To compete with the strong rival KFC and other later international brands, the Lotte group focuses on human resources management, business, sales, customer satisfaction with continuously updated menu cheaper price and delivery service and enhances corporation of Vietnamese and Korean culture in brand marketing. Recently, it also strengthen its reputation by conducting new marketing campaign when using disposable packaging to build an environment friendly brand and signing major strategic agreement with Vietjet, an international low-cost airline to provide service and menu for customer during flight. However, this strong brand still has weaknesses based on customer feedback on social media channels such as lack of professional customer service and long-term promotion for new products. (Vietjet air 2012; Lotteria 2014; Tienphong 2014; Brandsvietnam 2014)

KFC

One of the two "giants" large fast food industry in Viet Nam is KFC which just completed the opening of 125th store presenting in 19 provinces and cities across countries after its first restaurant in 1997. KFC has been the leading fast food brand, holding 60 percent of Vietnam fast-food market share and recording healthy growth of 23 percent in 2013. Currently, this company increased its social activities and also introduced a new sandwich product, Pokkits with new flavor promising to attract more customer. Long-term establishment, a unique taste of diversified menus, good customer service and a good reputation in social community are the company's competitive advantages. However, KFC's sales mainly based on fried chicken products, not hamburger with Western tasty, which does not satisfy Vietnamese appetite. Moreover, fast food is considered as unhealthy food while KFC has not had significant changes in food ingredients and strategies to improve its brand image. (Euromonitor 2014, KFC 2015)

Burger King

Another important competitor of Roll & Roll is Burger King started operating in Vietnam in 2011 with its first restaurant at Tan Son Nhat international airport and its first in-town restaurant opened in October 2012 in Ho Chi Minh City. Since then, Burger King has expanded throughout Vietnam to other major cities such as Hanoi, Cantho, Hue..... Even though Burger King just emerged in Vietnam recently, it is expected to develop into a leading brand in Vietnam. Thanh Gia Nguyen, managing director of Burger King Vietnam said that Burger King gained many achievements in the past years and it plans to enhance its service through agreement with Foodpanda, the leading mobile and online food ordering marketplace to provide its customer the possibility of enjoying Burger King's favorite meal at home or work. In addition to this, Burger King also launches many promotions with discounts and increases brand awareness in the community to strengthen its position in Vietnam. (Burgerking corporation 2015; Hoang Phi 2012 ; Bloomberg 2015)

Other direct competitors

Besides KFC and Lotteria, Jollibee from Philippines also appeared in early 1997 and currently has dozens of restaurants in Vietnam. Similar to other fast-food brands, it offers common fast foods such as fried chicken, French fries and hamburgers. However, Jollibee did not have strong development strategies in Vietnam until 2009, realizing the potential of Vietnam fast-food market, it started expanding its business and opened more restaurants in big cities. Additionally, Subway and Mac Donalds are popular international sandwich brands but still new players in this competition with only some twenty restaurants. However, they promise to be redoubtable rivals in this rich market, at least can obtain a part of market share. (Clark 2012 ; Ives 2014)

Indirect competitors

Besides direct competitors there are indirect ones such as the coffee giant Starbucks, coffee Beans, Tea Leaf, Jollibee which are coffee shops, ice cream shops serving additional products as sandwiches. Although the tastes and varieties of products in these coffee shops mentioned above are poor, they still attract a certain amount of

customer daily because Vietnamese have a special coffee drinking habit that they always order coffee with some snacks. That is to say, though main products, these fast-food shops can sell other products as sandwiches and own a certain amount of loyalty customers. (Promarconsulting 2013)

Fast- food brands	Strengths	Weaknesses
KFC	<p>Many discount programs</p> <p>Promotions updated frequently</p> <p>Menu renewed with new and special dishes</p>	<p>Safety of sources of chicken supplier</p> <p>Less tasty food contains too much fat and oil</p> <p>Quite high price for undiscounted portions</p>
Lotteria	<p>Plentiful discount programs</p> <p>Free gifts</p> <p>Goodwill for birthday</p> <p>The ambience of restaurant, delivery service</p>	<p>Poor customer service</p>
Mc Donalds	<p>Animation character toys for happy meals</p> <p>Discounted meals in happy time</p>	<p>Menu is not plentiful</p> <p>Dishes are not suitable for Vietnamese appetite</p> <p>No delivery service</p>

Figure 4: Strengths and weaknesses of 3 fast-food brands in Vietnam (Buzzmetrics 2015)

In conclusion, the Vietnamese fast-food market is really competitive with tens of thousands of fast-food restaurant across the country, especially in the big cities such as Hanoi and Ho Chi Minh. Moreover, due to the domination of street food vendors, the future development of fast food is still ambiguous. Thus, to gain market share,

Roll & Roll has to find competitive advantages such as innovation, product differentiation and effective marketing strategy. Positively speaking, Nancy Pearcey stated that “Competition is a good thing; it forces to do our best”. That is to say, the free and fair competition will promote the dynamic market and business’s healthy growth. (Saltzman 2014)

4.4 Location

Roll & Roll is located in Xuan Dieu street, Tay Ho District with the population of 145.700 in 2012. The ideal location is on the shore of West lake which is Hanoi’s largest lake that has magnificent view of whole city especially at night with hundreds of colorful light. The shore stretches along the rim of West Lake and a fifteen-minute taxi ride from Hanoi’s Old Quarter and is plentiful with gardens, hotels, restaurants and other entertainment centers. (Jacobs 2014; Geovietmap 2013)

Indeed, the location’s potentials lie in the fact that it is a popular gathering place for Vietnamese young people who are the restaurant’s main target consumer. Moreover, Xuan Dieu street which is nearby the lake and gets fresh and clean air and is at an accessible location and quite highly traffic commuter routes and in the afternoon and night, thus it would enable many of the population to have access to the restaurant. In addition to this, there are total of eight small and big schools around in which 4 of them are international schools with foreign students who have a special appetite for fast food, especially sandwich for breakfast. Not only students, officers of companies, which are close to this area are easily fond of this place when they can come in order a meal and relax quietly in their lunch break. Most important, West Lake is known for high price real estates occupied by wealthy Vietnamese people and expatriates who are included in an optimistic customer segment. (Agar 2006)

With all advantages mentioned above, the West lake area currently is the home of many high-class restaurants, bars, and shopping area in the town. That means it is not easy to attract and remain loyal customers unless a business has special

products or marketing promotions. It is one of threats Roll & Roll has to face together with hard competition, which requires the players to be innovative and throughout in the production process, customer service and marketing. Another matter is that the rent of real estates in this area is expensive making business operation become more difficult.

5 MARKETING STRATEGIES

5.1 Marketing goals

The staff of Roll & Roll generates and implements marketing plans with great care to achieve previously outlined marketing goals. Therefore, details in a marketing plan are adjusted and developed based on the business goals during start-up process. Considering this case, Roll & Roll is a new restaurant opened with an innovation concept in town so the marketing plan primary focus on building business awareness. The marketing activities especially advertising will enhance the awareness of people to the distinctive image and product of Roll & Roll. The second goal is monitoring and supervising effects of these activities to ensure maintaining a positive, steady, growth each month. One of start-up business critical missions is ROI (Return on investment). Therefore, the third goal is the target revenue of 4050 euro per month. The third goal is building a customer loyalty program and increasing long-term members as many as possible. Finally, the purpose of a marketing plan is realizing and determining a growth strategy for the restaurant next period.

5.2 Positioning

Roll & Roll will position itself as an organic, fast-casual, Mexican sandwich restaurant. Hanoi eaters who require tasty and quality meals will appreciate the valuable and unique offerings of this restaurant.

Target customers are children, singles as well as families, ages 25-50. Roll & Roll gains this customer segment by its competitive advantage through better products and services.

The products will have the fresh ingredients including homemade bread, imported sour creams, cheese, local vegetables, and top-shelf meats. Especially, ingredients from locals easily earn attention and appreciation of customers and thus, enhance a positive reputation of business in the community.

In contrast to other fast-food outlets, customer service is the core of the business. Briefly, customer service is the restaurant's priority to ensure that customers experience a most enjoyable moment. Hence, extensive training programs of customer service for all employees are conducted monthly followed by training tests, weekly meetings to evaluate and discuss about customer feedbacks.

In conclusion, by continuously developing and improving outstanding products and service quality through customer opinions, it is believed that Roll & Roll will succeed in the competition.

5.3 Marketing Mix

Roll & Roll's marketing mix is concerned with following factors: price, distribution, advertising and promotion.

Pricing

Roll & Roll 's pricing scheme is that the product cost is 50 % of the total selling price.

Distribution

Customers can come in and dine at the restaurant. They order at cashier desk, get their food prepared and cooked freshly in front of their eyes, pick up their food and serve themselves. Sometimes, they can be served at the table if they require. The restaurant also offers take-away service in which customer can call in advance their order, then come to restaurant to pick it up.

Advertising and Promotion

Roll & Roll advertises in famous newspapers, websites, especially in foodie bloggers. They also launch PR campaigns in the resident area such as discount programs, volunteer activities, free small sides served with main courses, brochure distribution.

Customer Service

Customer satisfaction has an essential mission. Roll & Roll 's slogan is "Tell us what we can do to make you happier". All staff is trained to always be happy and smile while serving customers, even difficult one. The Roll & Roll team believes that what is spent for customer service is never wasted in the long term, these expenses will be paid off by the good reputation and the increase of revenue generated by referrals from satisfied customer.

5.4 Marketing programs

Word-of-Mouth Marketing

According to Nielsen, 92 % of consumers rely on recommendations from friends and family more than on advertising. Obviously, word of Mouth is one of the most effective marketing strategies, especially for a small business. As mentioned above, Roll & Roll's manager understands this importance so that it always takes customer satisfaction into consideration to have positive reviews. With this in mind, Roll & Roll's team ensures to provide delicious food and a pleasant customer experience. (Whitler 2014)

Social Media Marketing

With the number of social network users increasing each day in Vietnam, effective social media marketing can contribute significantly to business success. Roll & Roll uses several popular social media networks such as Facebook, Twitter, and Myspace. However, Facebook is the dominant social network in Vietnam today with a

number of 30 million monthly active users. Therefore, Facebook page of Roll & Roll is updated with events, promotions, special discounts, new dishes, giveaways, contest. Moreover, Roll & Roll also writes interesting blogs and articles which contains information on cooking tips, cuisines, chef's recipe and then post them to the Facebook page to achieve more visits and attention. (Tuoi tre news 2015)

With a young staff, new trends of young generations are kept posted day to day. For example, nowadays Vietnamese young people often take pictures of what they eat every day. The more beautiful and professional picture, the more attention is gained. Thus, trendy and professional food and cooking photos, videos are taken and posted everyday by Roll & Roll's young team, especially in Instagram, an online mobile photo sharing and social network. It is conceived to be a restaurant marketing tip to promote a business best visual content. Visual content is in high demand online these days, and having tasty looking photos on your website and across various social media outlets is essential for attracting more end-users. (Marss, 2015)

Promote User-Generated Content

User-generated content is a hot ideal in the world of marketing these days. Campaigns related to this concept give opportunities for users to create content themselves through which a company's brand is engaged to the social community. Therefore, photo contest is held on Facebook weekly to ask customers to share their moments or meals, foodie photos and then, who get the best photo will award a free appetizer or coupons. (Marss, 2015)

Hosting and promoting user-generated content is obviously powerful marketing tools to obtain more loyal customers by showing the restaurant's appreciation and carefulness to customers

Foodie.vn

Foodie is the most reliable website in the young community in Vietnam in which all new and old restaurants are reviewed by foodies who have eaten there. In fact, “

since its founding in August last year. Foody has reached over one million monthly unique visits.” As young people are the ones who give feedback, they often look up and research places before hanging out. This website is powerful in the restaurant industry and having many positive reviews in Foodie means good reputation. As consequence, many new consumers will come to a restaurant without any expenses in advertising. In other ways, it is like online word-of-mouth marketing. (Minh 2014)

However, to create active conversations in foodie about Roll & Roll, its staff gives all information on the restaurant such as menu, price, and address on Foodie and tries to check feedbacks and reviews everyday. Especially, for negative feedbacks, the owner tries to answer all of them in a polite and professional manner. Through negative feedbacks, managers can fix mistakes and improve the restaurant's weakness to develop it properly.

Set Up Google+ Account

Google nowadays has become the dominant search engine in the world. People look up everything with this tool and a dining place is not an exception. Based on personal experience, the owner of Roll & Roll recognizes that people always look at information and reviews of a restaurant in the sidebar next to searching results, especially through Google's Knowledge Graph when searching a business within Google. Therefore, setting up a Google account for your business with full of information is like advertising a restaurant without any extra cost. (Marss, 2015)

Send Out an Email Newsletter

One more benefit of Google account is that a manager can send newsletters of the restaurant when new marketing campaigns are launched. Obviously, customers do not want to receive too many newsletters with useless content so that they easily move them to spam box or trash box. Therefore, the manager should ensure to send latest and valuable information to consumers. “ Use your email newsletter as a

chance to celebrate your success, discuss new menu items, or share special discounts.” (Marss, 2015)

Loyalty Programs

In order to obtain more members, Roll & Roll’s loyalty programs have to be creative and offer many incentives and values which are rewarded in many forms such as discounts or free menu items after a predetermined number of visits recorded in a member card by stamping. Even though loyalty programs are quite costly, they help the manager manage and build customer relationships. Through research customer information, the manager can also determine and market to restaurant’s target audience. F.P Reichheld stated “As a customer relationship with the company lengthens, profits rise.” Hence, building good relationship to best customers by showing your appreciation to them is always a valuable marketing effort. (Reichheld 1990)

Partner Up With Eat.vn, delivery service

Eat.vn is popular especially in a foreign community as a website provides delivery service. While the delivery service of a restaurant is familiar to Western culture, it is still a new concept in Vietnam. However, as life is getting busier in young generation, many online delivery services appeared as a convenient way for patrons to enjoy tasty meals at home.

Partnering up with online food apps should definitely be a consideration as part of Roll & Roll’s marketing plan. Another advantage of this marketing idea is that managers can also launch loyalty programs to encourage visitors by offering a free purchase or discount after ordering a certain number of times. Popular foodie apps that offer integrated loyalty programs include: Foodshot, Foody, Eat.vn, Lozi. Roll & Roll has partnership with all above foodie apps to provide all dishes in current menu. Moreover, all frequent customers can have discounts or other benefits when

they fill the code of membership card when order food online in these foodie apps. (Marss, 2015)

Up-Selling

Up selling is one of the first skills the restaurant staff is trained in because it is the least expensive but an effective way to generate significant sales. Roll & Roll 's staff has acknowledged properly the art of up selling through the latest information and practical experiences about how to upsell without disturbing customers or making them uncomfortable. Up selling skills require the performer to be gentle, polite and skillful to make customer satisfied even though they know they are marketed.

Event Marketing

Hosting an entertained event is always a great way to increase traffic and check averages, especially when revenues decrease. It might be a small live show or private party and motivates not only customers but also staffs. The more interesting the event is, the more customers come to restaurant to spend more money. Roll & Roll notices events through posting flyers, Tweet or posting its information on Facebook. All staff is required to share as much as possible to get the word out about the event.

Restroom Marketing

One interesting marketing idea for the restaurant is restroom marketing, which is cheap but also quite effective. The manager of Roll & Roll found that one perfect place to advertise special deals or events is located right in the restaurant, the restroom. People can look at the walls, mirrors, inside the stall doors and above urinals in the restroom so that advertising flyers or banners can be hanged on these spaces to notice customer about upcoming events. (Marss, 2015)

Offer Coupons and Discounts

To encourage customers purchase power, Roll & Roll offers many types of coupon and discounts such as “ Buy one get free on Monday”, “ Discount 30 % for second sandwich”, “ Free extra side for second sandwich”, “ Happy meals”, “ Drink and sandwich combo”..... etc. Sometimes, this restaurant attaches free coupons to email newsletters or rewards them in online contests mainly on Facebook. Staff even sends emails back to customers who do not win to notice them to check newsletters regularly to try next opportunities. As a result, Roll & Roll has a bunch of super valuable new newsletter subscribers. Especially, it also distributed coupons and discounts in an interesting way: Fish Bowl Business Card Giveaways. In more details, customers who come to restaurant “ drop their business cards into a bowl for a raffle.” Lucky customers can get a discounted meal, free lunch for 2 persons, free delivery ship, free drinks. (Marris 2015)

Using free marketing software

Nowadays, technologies play an important role in business development, especially when their functions are perfected and optimized more and more. Furthermore, the better people can make use of marketing software, the more their business can save the budget and become successful. With this in mind, Roll & Roll’s management updates best free software which are perfect for small businesses such as Point of success for entering orders, serving guests and tracking financial information and particularly Sales Autopilot for marketing operation. Based in Hungary, Sales Autopilot is generated in Hungary and “offers complete functionality for free for its fairly extensive list of features”. However, if emails sent are more than 400 a month, a business has to pay monthly costs but insignificant. Bellow are Autopilot’s functions necessary for a start-up business:

- Email marketing
- Integrated email, SMS and direct mail campaigns
- Lead nurturing
- Sales process management
- Customer targeting
- Process management

- Automated marketing campaigns
- ERP integration
- Call center integration
- Built-in CRM
- Built-in e-commerce
- A/B testing
- Website customization/personalization on the fly
- Landing pages
- Surveys and polls

(Koetsier, 2014; Inborne Technology Corporation 2015)

5.5 Expense Forecast

Roll & Roll is a small private restaurant with limited investment so that the budget for marketing should be calculated and managed properly. Following marketing rules by Caron Beesley in SBA (Small Business Administration), Roll & Roll's marketing budget accounts only for 3 to 6 per cent of the total sales which are expected to increase 17 per cent per year. In first year of opening, expenses for marketing is considerable because the restaurant needs to develop brand awareness. Next years, the marketing budget is planned to decrease but still ensure to maintain its primary marketing strengths. However, based on changes in current situation such as economics or competitive market, marketing budget has to be checked and adjusted flexibly and timely.

Even though Roll & Roll takes marketing into consideration but it tries to save money in almost marketing activities such as design, flyer distribution, writing promotion articles by using abilities of young and talented staffs instead of outsourcing. With the development of free online marketing tools, this becomes easier as long as the owners and employees are hard working and knowledgeable.

Marketing Expense Budget			
	2015 (euro)	2016 (euro)	2017 (euro)
Flier	500	250	300
Newspaper ads	500	-	250
Loyalty program	1500	1050	1150
Others (events, campaigns, social media channels...)	635	282	296
	-----	-----	-----
Total Sales and Marketing Expenses	3135	1582	1996
Percent of Sales (growth of 17% each year)	6.50%	3.20 %	3%

Figure 5: Marketing expense budget

6 RESEARCH AND FINDINGS

6.1 Marketing research

Before setting up a business plan in general and marketing plan in particular, Roll & Roll's team launches a marketing research from which they can define marketing problems and make appropriate decisions. In fact, a marketing research, which is "the study of problems, techniques and other aspects of marketing" plays a critical role in a marketing operation, especially before the business is opened. Providing that marketing research links to relationships between consumers, buyers and sellers, its results will help the company to determine relevant factors such as habits, customs and preferences to decision-making regarding price, promotion, purchasing power and loyalty programs. (Gupta 2003)

6.2 Research purposes

This marketing research is implemented to give Roll & Roll 's management a general understanding of its target market such as customers purchasing habits related to prices, their reactions and expectations toward Mexico fast-casual restaurant, their preferences on promotions, advertising and location.

6.3 Research method

The research method applied in this thesis is quantitative research by an online questionnaire survey created by Google form. Actually, this method is convenient, simple, free and especially easily accessed by almost young people who use technologies and are available on Internet daily. However, besides its advantages, there are some disadvantages when conducting a survey online. Firstly, it is easy to find people to send the survey to but it does not mean all of them will answer the survey because they might be busy and are disturbed frequently by spam and advertising messages unless they are familiar with the sender. Secondly, in case they accept to fill the survey, the questionnaires might be answered dishonestly and

carelessly. As a result, this may lead to less reliable data, effecting decision-making. On condition that the company conducts an interview or distribute survey papers in person, the interviewer can track and classify the information.

6.4 Research results

The survey was implemented from 1st September to the end of October 2015 in English and distributed to 100 respondents mainly in the age range 10-35, the restaurant's target consumer segment. The types of questions included single choice questions such as ranking scale and semantic differential scale about customer reactions, preferences... and open questions about locations and their habits. The time to complete the survey is approximately 2-3 minutes per person. The detail of questionnaires is in Appendix 2.

Due to lack of monitoring and tracking, there are a few respondents who left some question blank. However, they do not effect notably to the result of survey research. There were 45 males and 55 females responding this questionnaire survey in which 45.4 % of them are 10-19 age range and 35.1 % are 20-35 while people in 36-50 accounts only 19.6 %. In fact, middle-age people are not willing to answer online survey and they are not interested in information about news restaurant. The reason for this is the decrease in food safety and hygiene of restaurant in Vietnam.

As foreigners are also one of Roll & Roll's potential customers, its team tries to send questionnaires to as many foreigners as possible. All of them mainly are residences in the West lake area. Therefore, more than half of respondents are foreigners mainly from Europe and the USA. The rest of them are Vietnamese chosen accidently but mainly live in Tay Ho District.

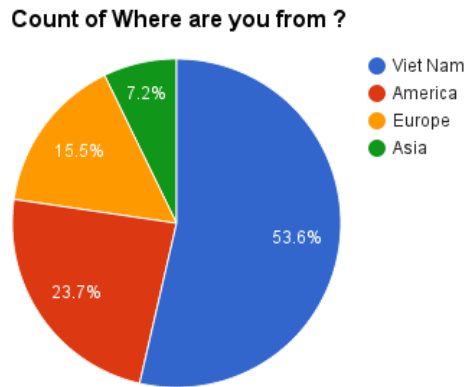


Figure 6: Nationality of respondents

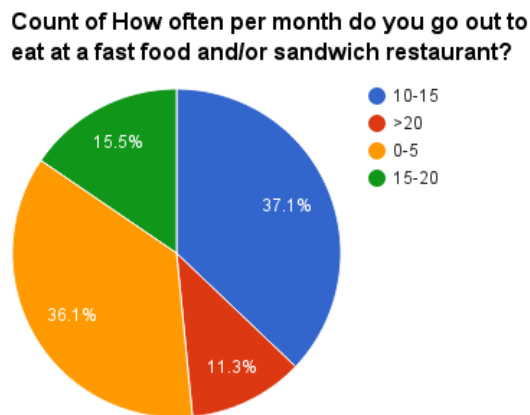


Figure 7: Fast-food eating frequency in a month

37.1 % of respondents answered that they often enjoy fast food 10-15 times a month and 11.3 % of them choose the option “more than 20”. This number means a positive future for restaurant business but more important, the percent of people who eat fast food only 0-5 times a month accounts notably 36.1 % of respondents. However, it can be seen that almost all respondents have formed eating fast-food habits when more than half of them eat this type of food more than 10 times a month.

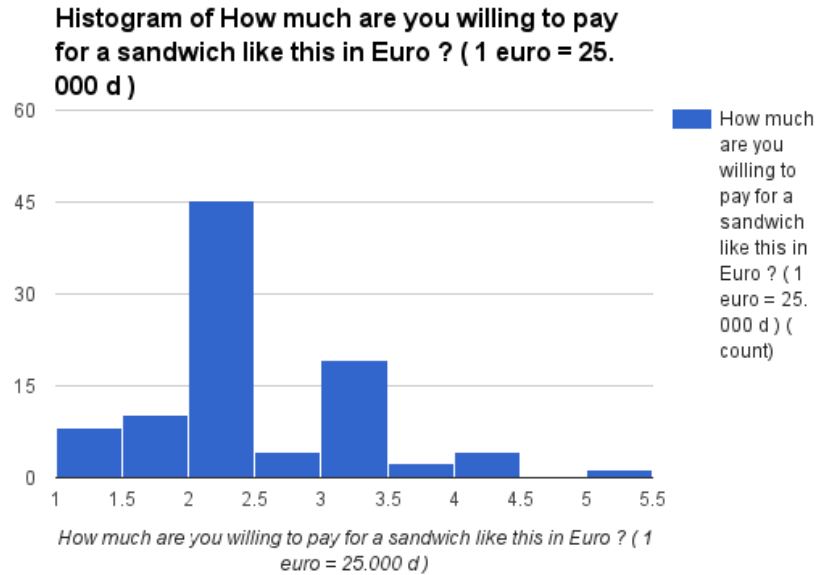


Figure 8: Customer expectations for product's price



Figure 9: Sample Mexican Tacos (Source: saq.com)

The result of this question shows the price business should consider to offer because it means the amount of money consumers are willing to spend for company's product. The most preferable price there is 2 euro with 45 % people chose, the average price in proposed menu. In fact, it is average price for fast food dishes in Vietnam.

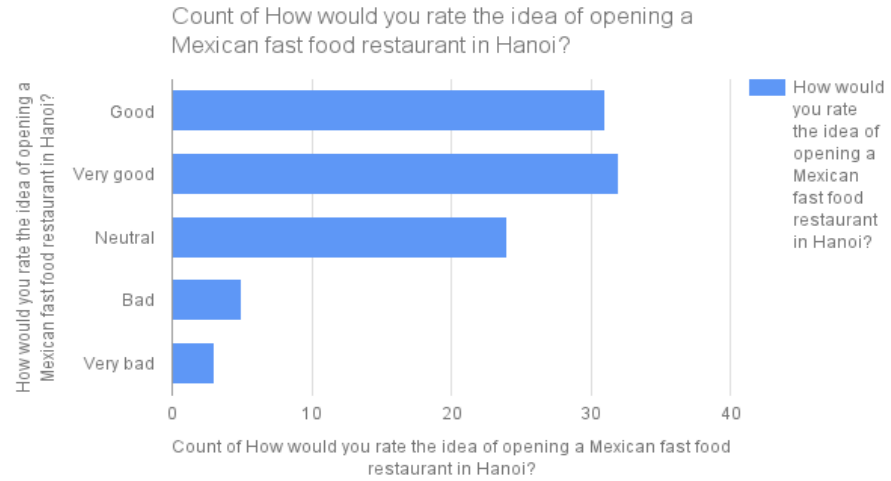


Figure 10: Customer opinion about opening Mexican restaurant

This histogram indicates people 's opinions about Mexican fast food restaurant. It can be seen in the graph that almost respondents think that it is good idea while only few of them; approximately 10 % of respondents disagree with above opinions.

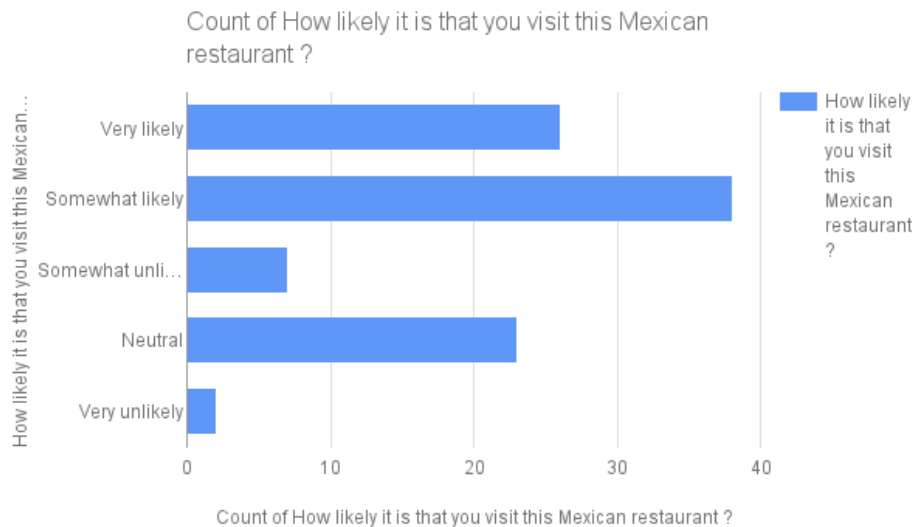


Figure 11: Customer 's reactions toward restaurant

Coupled with above customer's confident opinions, it is clear that they are interested in new restaurant opening and want to go there. This is determined through the largest per of people choosing "somewhat likely" when asked how likely they will visit this restaurant. At this point, nearly 30 % of respondents show that they obviously want to try Mexican food in Roll & Roll while only nearly 10 % do not want to try these offers. This predicates a very high percentage of frequent customers if Roll & Roll ensure to provide them.

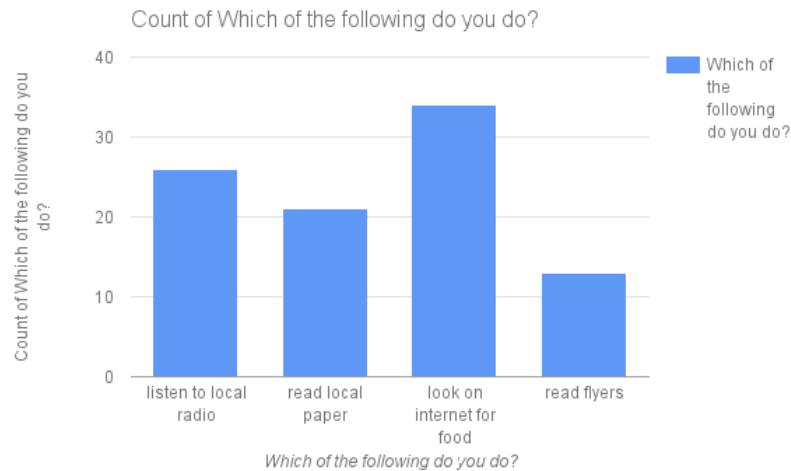


Figure 12: Customer's preferable marketing methods

As mentioned in previous chapters, the number of Internet users in Vietnam is increasing. Thus, it is reasonable as they often look on Internet for food choice. Through the numbers of this survey, the marketing team of Roll & Roll understands clearly the importance of online marketing to focus on and enhance the content of online marketing, especially social media channels.

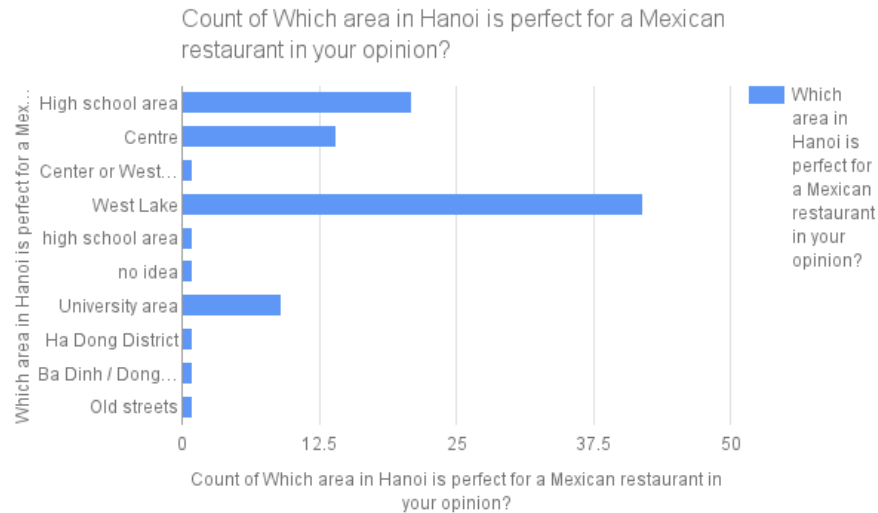


Figure 13: Respondent's opinion on Roll & Roll's ideal location

About the question on ideal location for Roll & Roll, Mexican restaurant, many suggestions were received including prevalent locations in Hanoi such as Centre, Ha Dong District and Old streets. However, West Lake is the most preferable option because this area is known to be the location of many international restaurants and particular services for foreigners living in Vietnam. Currently, due to its spectacular view and international integration trend, young people in Hanoi often hang out there to discover international culture and cuisine. In plan, the first restaurant is opened in West Lake and in the future, based on respondent's opinions, the restaurant has itself ideal locations for future expansion.

To conclude, the results of the survey answered all the questions and helped making decisions with regard to opening this new restaurant within the proposed market area. The survey shows not only possible threats that the company might have to face but also opportunities it can gain during opening time. For instance, even though most elderly people are not fond of fast food, given the young population base of the market area will still be the restaurant potential customer. Moreover, the survey result affirms the restaurant's uncertain decision about price and location and gives suggestions for next expansion.

6.5 SWOT analysis

Based on information of the market research and opinions of co-workers, the SWOT analysis with the strengths, weaknesses, opportunities and threats of Roll & Roll restaurant is listed below. The strengths and weaknesses of this restaurant are determined through internal assessments while the threats and opportunities are the results of external factors.

Roll & Roll 's SWOT analysis	
Strengths	Weakness
The first fast-casual concept restaurant in town with many creative ideas: organic ingredients, serve-yourself salads, Cheap and fresh, easy-found ingredient from local sources Young and creative employee team High traffic restaurant's location	Limited budget, lack of capital Only the owner is responsible for all departments Too many competitors in fast food market Poor reputation of brand because of brand new and unknown business
Opportunities	Threats
Develop and expand fast-casual models in other cities Ability to attract investors The growing health conscious attitude of Vietnamese	Possible high price of food because of inflation The possible rise of the rent of building

Figure 15: Roll & Roll's SWOT analysis table

7 CONCLUSION

The thesis is about designing a marketing plan for a start-up business: a Mexican fast-casual restaurant. Firstly, a brief presentation of Roll & Roll was given with focus on product and service descriptions. The most outstanding thing about this brand is that it provides high quality meals fast and conveniently at affordable prices in a unique space and particular ambience. Moreover, with the care for human health and environment, the restaurant tries to utilize local sourced ingredients and disposable packages.

Secondly, before creating a practical marketing plan for this restaurant, a theoretical part of this paper provides necessary knowledge including explanation of fast-casual concept and details guides with 5 basic steps of designing a marketing plan for the restaurant. It is said that these theories are literally critical to create effective marketing strategies. With this in mind, the market research and competition, location analysis are the most important information to ensure business success, thus Hanoi's fast food market, the location of Roll & Roll restaurant and existing competitors are analyzed with preview of a lot of available sources on Internet. In the next part, marketing strategies and tactics of the business are listed and explained in detail in which word-of-mouth marketing is considered to be the business's main objective. That is to say, the owner of the restaurant believes that the effects of marketing tools are certainly powerful and profitable in long term. Finally, to provide more comprehensive knowledge on the real case, a research is launched by a survey questionnaire method on targeted customer market to ensure the reality of results. These data obtained through the survey helps the manager to identify the company's weaknesses, strengths, opportunities and threats facing the restaurant.

In order to produce a successful marketing plan, it is important to follow instructions properly and find reliable sources of information. However, a manager should rely on

other factors also such as personal experience to adjust the content of a plan to correspond to the business situation. This paper is expected to be useful material for entrepreneurs who dream of opening a restaurant.

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APPENDIX 1: Unique design of fast-casual restaurant (Source: sandow.com)

APPENDIX 2: QUESTIONNAIRE SURVEY

Roll & Roll Mexican restaurant in Hanoi, Vietnam

What is your age range ?

- 10-19
- 20-35
- 36-50

What is your gender ?

- Male
- Female

Where are you from ?

- Viet Nam
- Europe
- Asia
- America

How often per month do you go out to eat at a fast food and/or sandwich restaurant?

- 0-5
- 10-15
- 15-20
- >20

Which restaurant do you often choose?

Are you willing to try new international food ?

- Yes
- No
- I don't know. It depends

Do you like Mexican food (Burritos, Tacos ...) ?

- Yes
- No

How much are you willing to pay for a sandwich like this in Euro ? (1 euro = 25.000 d)



How much do you currently spend on lunch ?

- < 50.000 đ (2 euro)
- 60.000 -80.000 đ (~ 2,5 - 3,5 euro)
- 80.000- 100.000 đ (~ 3,5 - 4 euro)
- 100.000 -120.000 đ (~ 4 - 5 euro)

Which of the following promotions would help convince you to buy food ?

- 10% off discount intro offer
- happy hour
- discount when buying 2

Which of the following do you do?

- listen to local radio
- read local paper

- read flyers
- look on internet for food

How would you rate the idea of opening a Mexican fast food restaurant in Hanoi?

- Very good
- Good
- Neutral
- Bad
- Very bad

How likely it is that you visit this Mexican restaurant ?

- Very likely
- Somewhat likely
- Neutral
- Somewhat unlikely
- Very unlikely

Which area in Hanoi is perfect for a Mexican restaurant in your opinion?
(West Lake, Centre, high school area, university area)