

Table Of Contents

Table Of Contents	1
Marketing Guide Planning Phase	2
Overview	2
Business Mission/Objective	2
Purpose of the Plan	2
Situation Analysis	3
Industry Analysis	3
Customer Analysis	4
Competitive Analysis	5
SWOT Analysis	6
Implementation Phase	8
Financials	9
Marketing Plan Implementation	9
Summarizing Action Plan	11
Advertisement/Marketing Communications	13
Control Phase	14
Conclusion	16
Appendices	16
End-Notes	16
Bibliography	17

Marketing Guide Planning Phase

Overview

In the heart of Stroudsburg, there are many dining options such as fast food, diners, dine in restaurants and local cafes such as Gail's Eatery on Main. Gail, a nurse of 29 years, wanted to open her own business to provide the community with the most important meal of the day, all day. She accomplished this by opening Gail's Eatery on Main, located unsurprisingly on Main Street, in 2016.

Gail's Eatery on Main is in the market of providing breakfast and lunch options for one of the busiest sectors in the Poconos. Surrounded by businesses and located near East Stroudsburg University, it is in a prime location for early risers and coffee lovers. But, it doesn't stop there, as you can grab something quick on your way to work or even sit-down to take in the service and scenery this local café has to offer.

Business Mission/Objective

Our mission is to help Gail's Eatery on Main become one of the premier breakfast cafes in the Stroudsburg area by establishing a marketing plan to reach a few target markets. With the great food and prime business location, we have several markets within reach. Currently, Gail's does not have the customer activity that similar restaurants in the area, such as Dunkin Donuts, Starbucks, and its competitor The Cure, are able to capture. Our combined objective is to reach not only local residents, but business professionals, tourists and students as well.

Purpose of the Plan

The purpose of this marketing plan is to establish these four ideas:

- A. Increase brand recognition through Social Media and flyers.
- B. Establish a relationship with local businesses and professionals; providing them with catered lunches.
- C. Create a culture around the business that attracts our target market by sponsoring local events

D. Establish Gail's identity through promotion efforts

Situation Analysis

A. Industry Analysis

Background: The cafe sector is a small piece in the food and beverage industry. Many of the local coffee shops and cafes are independent, sole-proprietorship type, ventures. Although, within the last few years, corporations such as Starbucks and Panera Bread Company have certainly acquired a large portion of the market share. In this case, Gail's Eatery on Main is a local cafe that serves specialized foods and drinks, handcrafted and made to order. The industry is dependent upon quality, being price levels are typically higher than other sectors in the space. It must be noted that cafes, ones such as the like of Gail's, are not diners and should not be classified under the same domain. This segmentation is key to understanding the development of cafes such as Gail's. Diners are typically low-cost, efficient operations, that weigh in more on time and output. Cafe establishments set higher pricing models that reflect the customer service, quality, and work put into each item. While customers typically go to diners for appetite reasons alone, cafes like Gail's on Main offer more than the goods and services they produce; they offer a personal experience and connection to the food or drink. The major players in this space include Starbucks, which is the largest (in terms of profit) of them all, and Panera Bread Company, which is perhaps the second largest. Other players include local cafes that revolve around these same values. Places like Dunkin Donuts, while still existing in the same mutual space, are not in the same sector as cafes, being their values are built more around efficiency than quality.

- i) **Size and Scope:** The US industry consists of more than 22,000 stores with a combined annual revenue of about \$12 billion. In total, about 76,960 businesses exist worldwide, employing 717,961 people. Average consumers spend approximately 5.2% of their annualized household income on food and drinks outside of the house while 37.8% of the industry's revenues comes from the highest income quintile. Over 75% of adults reported drinking coffee, with 58% of them reporting they drink it daily.
- ii) **Growth/Market Trends:** The industry is expected to reach \$46.2 billion by 2021, although this is based on the average annualized growth of about 2%. Current estimates report total current revenue, as of 2017, is about \$40 billion, averaging annual growth of 3.7% from 2012-2017. The industry is quite concentrated, as the top 20 companies generate more than 70% of the total sales. The market has changed over the past few years by consumers gaining more financial discipline, the economy bouncing back after the 2008 Financial Crisis, Starbucks taking a large majority of market share, and coffee

and food becoming specialized (offering more options, creating new combinations, creating an environment for customers to interact with). Currently, the industry is in the maturing phase as large scale operations are seeking other opportunities around the world and increasing their offerings.

- iii) **Environmental Scan:** *Economy* - bounce back after 2008 crisis has played a large role in the macro, millennials are beginning to save more (the percentage of those who had more than \$100,000 in savings has doubled since 2015), overall employment of food and beverage workers is expected to grow 10% from 2014 to 2024 (faster than any other industry), from 2012-2022 overall GDP is expected to grow 2%, which would mean that the average growth of this industry, about 3.7%, would outpace the overall economy, and increased levels of inflation can potentially drive prices up.

Social/Cultural - more consumers are attracted by the specialized offerings of such an industry (vegan/vegetarian options, different types of milk, selection of sizes, custom orders) and are willing to pay a premium for it, Starbucks has created an ethos to the business in which people go to hang out and meet like minded people while also showcasing the location in which they get coffee, cafes provide a meet up for locals and opportunity for business to take advantage of their space (hosting events, book clubs, etc).

Political/legal - pressures from fair trading practices may drive up prices for specialized coffee beans/food supplies (organic, non-GMO), the Fed's impact through monetary policy may lead to changes in the overall environment (interest rate fluctuation may inhibit the ability to borrow or promote, tax laws and changes for small business may increase/decrease profits), changes in rules of business structure may force local business to switch their formation (go from sole-proprietorship to LLC or vice-versa), changes to insurance costs or requirements may cause price fluctuations.

Technological - new advances in coffee brewing products along with new cooking equipment may save time, money, or both, the internet has allowed more proximity and promotion of local business along with access to mobile apps (rewards programs, menus, ordering ahead, customization), more available marketing research and industry information is available for free due to the internet (along with cheaper research articles and databases).

B. Customer Analysis

Stroudsburg is a very popular destination because of East Stroudsburg University, the Crossing Outlets, Sherman Theatre, Pocono Mountain, and Camelback Waterpark & Ski Resort. Gail's Eatery on Main is located on Main Street which offers a great, authentic menu to its core customers. Their menu is focused on breakfast and lunch along with offering customers delicious coffee and espresso based beverages. The food menu is catered toward the age group of 18-35

including business professionals, tourists, students, local residents, health-conscious individuals, and those who have restrictions and defined dietary needs.

Gail's cafe makes 25 transactions per day including takeout and delivery orders generating \$1500 per week in gross income. Gail's cafe also offers catering option to their potential customers and local businesses. Our most common amount of customers per ticket is one to two. The average solo diner spends approximately \$10 per ticket, and the average two top spends approximately \$25. Being located on a main street in Stroudsburg is a great advantage for the business, which brings the food traffics and tourists craving for local flavors, it creates an opportunity for improvement and success.

Gail's Eatery on Main offers a family friendly environment and it can be seen as a good destination if you are with your family and looking for breakfast or lunch on Main Street. Their food is freshly made in a clean facility. Their valued customers spends 30 to 45 minutes in the cafe between breakfast and lunch.

C. Competitive Analysis

On Main Street in Stroudsburg, one has many dining options, including bars, pizza shops, fine dining and cafes. However, Gail's key competitors only consist of coffee shops and restaurants serving breakfast. Below is a list of Gail's key competitors:

The Cure: Gail's primary competitor. On the opposite side of Main Street, they are practically the mirror image of Gail's, with very similar menus, hours, and atmosphere. One of their most imposing threats is that they have a parking lot right next to them, making it easy for customers to access them, unlike most establishments on Main Street. However, we have been told our food is better than theirs (our food is seasoned while theirs is not) and we clearly have better presentation and plating than them. They also have much more ambience than Gail's. Ultimately, The Cure is beating Gail's in sales.

Compton's Pancake House: Local diner just off of Main Street that serves breakfast. As a diner, this establishment does not deliver as much value as Gail's, being a cafe, yet still offers some similar breakfast items.

Cafe Duet: Cafe outside of one of Gail's most important customers, the courthouse. We offer many more food options than they do, but they also have baked goods, and Gail's does not.

Sweet Creams: Cafe that serves some breakfast and lunch options and ice cream off of Main Street.

Starbucks: Corporate chain on Main Street. Gail's main advantage over Starbucks is that it has the appeal of a local cafe as opposed to a corporate cafe.

Dunkin' Donuts: Another corporate chain on Main Street. Dunkin' Donuts does not deliver as much value as Gail's but offers much more convenience.

A large strength that Gail's has over all of these businesses is that Gail's offers the most variety when it comes to food. Plenty of lunch options, plenty of breakfast options, and an expansive menu of beverages, including lots of espresso selections. With our many lunch options, we could even be up against some of the bar & grill style restaurants nearby.

A major weakness is our atmosphere. Rather than dark and classy colors like The Cure, the walls at Gail's are painted bright white and blue. Gail's has very harsh lighting and the accent colors do not help brighten the establishment. Many customers have walked into Gail's assuming it is a diner or deli and are surprised when they are asked to be seated and prepare to be waited on. Places like The Cure have a stronger identity, which helps them solidify their customer base, something Gail's has not achieved.

Businesses are always coming and going in downtown Stroudsburg. A new cafe could pop up any day.

D. SWOT Analysis

Strengths:

- Organic coffee, food taste, great seasonings and presentation
- Great team of workers
- 5 Star online reviews - good feedback
- Breakfast all day.
- Food options that aren't typical for Stroudsburg
- Covered outdoor seating in the summer
- Local and organic structure that presents a relationship/connection opportunity with owners/employees

Weaknesses:

- no parking lot
- inappropriate lighting/ambiance
- Social media presence is lacking

- Lacking organization in certain areas
- Low brand and function identity (customers are surprised when they discover everything Gail's has to offer)
- No web based media marketing.(Google business listing, website)

Opportunities:

- Increase take out/delivery, catering
- progress to serve dinners on Fridays and Saturdays
- Grow our menu
- Develop a relationship with the court house and other local offices for catering/lunch opportunities.
- Network with local groups to have lunch meetings.
- Create an atmosphere (lighting/music/tables)
- Increase our morning customers- especially Tuesday through Friday.
- Improve curbside appeal (windows).
- Social Media targeting
- Create promotional offers.offer customers perks or offer initiative to the customers for being loyal.

Threats:

- no drive thru (Dunkin)
- no parking lot (The Cure)
- competition: The Cure Cafe, and Cafe Duet - Social media presence and they are established businesses. The Cure has better ambiance.
- Identity of being a “diner” rather than a “cafe” -- higher pricing models may be confusing and unpleasant to those thinking it is an efficiency based business rather than a quality based
- Dull atmosphere, Interior is not appealing.

Implementation Phase

Marketing Objectives: Increase awareness of value proposition to target markets. In other words, let it be known who Gail's is going after. Currently, Gail's does not know who it is catering towards. The business sells quality food with an artsy feel, but lacks any sort of definition. Is it a cafe? Is it a sit-down restaurant? From the looks, one wouldn't know (even after visiting) so that is the top priority; establishing a concrete definition of what Gail's is/wants to be and completing actions at becoming that vision in 3 months of the publication of this marketing plan.

Marketing Strategies : Firstly, Gail's will take advantage of a differentiation strategy by setting only a few groups as their target market. These include increasing penetration to local business professionals, such as those who maintain proximity to the Monroe County Courthouse and the Hampton Inn Stroudsburg/Poconos. These individuals tend to spend more on food and are more concerned with a good, healthy meal. For them, cost is not as much of an issue as quality. Along with local business professionals, a sub target group will be defined as the College Crowd. These individuals tend to be younger and more hip, appreciate good coffee and modern culture, and pay attention to details such as the look and feel of the business. Typically, these young adults come from middle class families who provide them the funds to eat out.

Secondly, increase awareness of business in general. Let the business be known for something (ex: giant meal that if finished is free, coffee that is another color), social media targeting (consistent, collaborative online communication with local business), community engagement (events outside the store, using space for more than food), philanthropic involvement, culture grab (local artists/musicians/authors). Gail's is still in the growth phase of the business cycle and has yet to reach all of its potential customers. Thus, it must establish recognition and engagement by its selected target markets.

Customer Strategies: Acquisition - getting new customers and new traffic coming into Gail's to spread the word and gain access to specific target markets (done by hosting local events, promotions downtown, and social media presence).

Retention - keeping customers coming back, especially those who are part of Gail's target market. This will be done by offering catered menu items towards target markets, creating a vibe and atmosphere inside the business that is meant for these groups, and advertising the importance of quality over speed for the food items offered.

Financials

Total Lifetime Sales: \$81,059.32

Rent: \$2300 per month

Utilities: \$650 per month

Insurance: \$1500 per year

Maintenance: \$300 per year

Payroll: \$35,000 per year

Supplies: \$200 per month

Food: \$750 per month

Average Ticket: \$12

Total Number of Transactions: 6129

Target Market Size: -East Stroudsburg University: 6159 students

-Local Businesses: About 50 places of employment (excluding restaurants)

Marketing Plan Implementation

Product Strategies - Catered menu items (“Lawyer’s Lunch”) to specific professionals that work nearby

- Food with a purpose: use only the highest of quality ingredients (non-GMO, USDA certified Organic), provide plenty of options (Whole Milk, Half and Half, Skim Milk, Almond Milk, Irish Cream), and include/market the benefits of such foods (using Chia Seeds for healthy fats so you can perform longer, more plant-based proteins for cleaner digestion and muscle development, add-ins available to boost drinks/food)-- create logos and presentation to reflect this side of the business

- Creation of a dessert menu (culinary influence-possible culinary collaboration with local college student- bringing together education with real world experience); push out concept of baked goods at Gail’s being more than just food

- Serve dinner on Fridays and Saturdays (“cafe by day, ambience by the evening”)

- Sample key products from the menu to the foot traffic outside the cafe.

Pricing Strategies - Capture value with premium pricing models (reflect the quality of ingredients/craftsmanship, promote price as a reflection of fair trade, employee, and business practices) **but** keep in mind the impact of slightly lower prices on price psychology

Place (distribution) Strategies - Online ordering: allow customers to order through sites such as GrubHub to order their food in advance and have it prepared in time for pickup

- Take the business to the street: disperse local stands and coffee bars around downtown Stroudsburg on target days (days with the most sales) to cheaply spread distribution and bring product to customers rather than the other way around

- Customer feedback through engagement

Promotional Strategies - Social Media Targeting: stay frequent online across all available outlets, engage customers with promotions to “spread the word” (discount if they mention Gail’s), and use Social Media as a tool rather than a necessity (instead of just having a Social Media presence because the business feels like they must, take full advantage of every opportunity online, collaborate with local businesses through these sites, and take the time to develop content that is meaningful and is not strictly business (tell stories, share videos, promote awareness) so customers engage for more than monetary reasons)

- Implement a system to engage frequent customers (every 5th coffee is free, donating “what you can give” results in a 5% discount to regular priced menu items)

- Host local events and promote culture: this includes hosting local events for promoting artists/musicians/authors/speakers, getting customers to be involved with more than the product/service (allow them to draw on the walls, create a board for creative ideas, promote customer feedback that is honest, use sidewalk space for a game or other active participation event)

- Customer feedback through engagement

- Creation of a story (where the food is from, why Gail started it) that customers can actively read and discover the history of the cafe and feel as though they are part of the experience

Summarizing Action Plan

Action	What “P” does it support?	Implementation Date	Objective	Target Market	Who is Responsible?
Summer Menu	Product	6/1/18	Print and laminate 50 summer menus by June 1st.	Businesses, younger crowd	Gail, Katie
Dessert Menu	Product	6/1/18	Print and laminate 25 dessert menus by June 1st.	Businesses, younger crowd	Gail, Katie
Dessert Display	Product, Promotion	6/1/18	Display baked goods in cake savers and bring out dessert at end of meals. Effective June 1st.	Businesses, younger crowd	Servers, Calvin/Gail
Flyers	Promotion, Place	6/1/18	Post flyers advertising business specials for Gail’s around the courthouse and Main Street before June 1st.	Specifically businesses	Gail, Servers
Social Media	Promotion	Immediate	Update social media on a schedule (2 posts per week);	Specifically younger crowd	Katie, Servers

			effective immediately.		
New Menu Item Names	Product, Promotion	6/1/18	On new menus, create new item names that specifically appeal to businesses and millenials.	Businesses, younger crowd	Katie, Gail
GrubHub/Uber Eats	Place	6/15/18	Get on GrubHub/Uber Eats by June 15th.	Businesses, younger crowd,	Gail
Friday & Saturday Dinner	Product	7/1/18	Begin to serve dinner on Friday and Saturdays starting July 1st.	Businesses, younger crowds	Calvin, Gail
Hosting Local Events	Place, Promotion	Summer	Seek out local events to host and sponsor throughout the summer.	Specifically businesses	Gail
Premium Pricing	Price	6/1/18	On new menus, capture value with premium price models.	Businesses, younger crowd	Gail

Advertisement/Marketing Communications

Advertisement is one of the most important component of any business. It draws consumers towards targeted brand and/or products. The gail's cafe on main will be focusing on local and tourist customers to increase the sale and brand name by using different sources.

Videos: 1. By creating an introductory video of Gail's on Main and outsource it through company website as well as social media such as facebook and instagram will connect Gail to it's potential customers. The history of how this venture started could leave very positive effect on the customers.

2. By uploading an infomercial video on the social media once every month promoting a specific product and monthly promotions, discounts or offers and ask for customer's feedback. Which will draw customers attention and keep them updated for the future programme.

To Go Menus: print the smaller version of the menu and send them to the local and businesses and residents as a informative tool.

Flyers: Create flyers targeting special and limited time offers, such as new product, dinner specials for friday and saturday, promoting menu items. Deliver them to the consumers by using postal service's every door direct mail service. post them around the courthouse and on main street.

Product Sampling: Main street has a good flow of foot traffic during breakfast and lunch hours, it includes a huge opportunity by going out there and have customers try the free sample of the product. It is a powerful and quickest way to display taste and quality of Gail's food and beverage selection across the business location.

Required supplies are sampling tray, sample cups for the beverage, suitable food or beverage item.

Control Phase

Marketing Plan Control:

Measurement: The performance of the marketing plan will be measured in 4 ways: customer retention, customer feedback, newly acquired customers, and sales. Firstly, customer retention because the business is built on recurring purchases by customers. If Gail's is retaining customers, then that proves that they must like the changes, the food, the atmosphere, and such more than the competition. As well, customer retention is a goal when targeting business professionals and college students, as they live/work in the area. Retention will prove that these groups are choosing Gail's for a reason, hopefully because the business has successfully targeted them. Secondly, customer feedback because it proves whether or not the changes made to Gail's are in line with target markets and individuals. Those who feel like Gail's matches what they are looking for will provide feedback that says so. If this is not the case, then the feedback received will be about other things then looks/feel (mostly service, food quality, or price). Thirdly, amount of newly acquired customers. This is to measure how many people, who have never come to Gail's before, are going to try it out. While the reasons for trying it out may be different for each customer, an increase in newly acquired customers means that the marketing efforts are successful. Finally, the measure of sales proves that at the end of the day, the marketing efforts are either increasing or decreasing cash flows, which is the reason for being in business. This is the, "show me the money," performance metric. Above all else, no money equals no business.

For customer retention and newly acquired customers, a questioning of whether or not the customers have been to the restaurant or not will suffice. For customer feedback, a survey, review page, or some other engagement activity, given the company asks the right questions, will give good results. An award for putting in the time for the business will aid in getting more detailed information about customer attitude. And for sales, the required information to do yearly business taxes will be enough to understand what direction the cash flows are headed in. A monthly report and analysis using an Intuit-type product will give a better /analysis along with more in depth information but is not required.

Return on Investment ROI:

Based on tactics implemented during this campaign, in addition to using benchmarking and industry comparison, return on investment can be calculated using three different methods: The basic calculation with Cost of Goods Sold model, the Customer Lifetime Value model, or the Basic Calculation with Gross Profit model. The difficult part of measuring Market ROI is defining what constitutes true investment and return. In the case of Gail's Eatery, various sections of our action plan illustrate specific and measurable 4P related actions that can be

defined as true investment and used to calculate ROI after the impact is measured. For simplicity sake, Our Return on Investment will be calculated using the following formula:

$$\text{ROI(Return on Investment)} = (\text{Earning} - \text{Marketing Investment}) / \text{Marketing Investment}$$

According to a study conducted by the CMO Council, a professional organization for Chief Marketing Officers, a larger number of businesses marketing budgets are under 15 percent of sales revenue, while it is mainly the large packaged consumer goods companies spending the high end on marketing, i.e. above 20 percent. The cost associated with our action include:

- Creative Cost
- Printing Cost
- Technical Cost (email platforms, social media outreach, etc.)
- Management Time

Using information garnered from the Measurement section of the Marketing Plan, the performance of the action plan can be measured in 4 ways; customer retention, customer feedback, newly acquired customers, and ultimately sales. Ultimately information garnered will be measured and compared to impact on sales, the key measurement in analyzing ROI.

Responsibility, Timing, and Budget:

Referring to the Action plan spreadsheet, the majority of the action plan responsibility fall on Gail, the proprietor, specifically determining the percentage of revenue that should be allocated to Gail's Marketing Budget. According to the CMO:

- Companies the grew 1%-15% over a year spent an average of 16.5% of revenue on marketing, while
- Companies that grew 6%-30% spent on average 22% of revenue on marketing, while
- Companies that grew 31%-100% spent an average of 50.2% on marketing

As shown by the figures, it is imperative that Gail ultimately make a commitment to increasing the restaurant's marketing budget. Other responsibilities, such as posting flyers and social media outreach are delegated to the servers and employee Katie. Responsibility for opening for Friday and Saturday night dinners will fall upon Gail and Calvin, this action should have the most immediately measurable impact on Gail's Eatery's bottom line, the timeline for its implantation is scheduled on the Action plan spreadsheet for July 1st, 2018. Action Items Slated for the most immediate implementation on June 1st, 2018 include: The summer menu, dessert menu, dessert display, flyers, new menu and item names, and premium pricing initiative.

Conclusion

Through this marketing plan it is hoped Gail's Eatery will become one of the Stroudsburg areas most premier cafes. With the idea to promote customer activity, establishing relationships with local and professional businesses, also creating a unique identity that will make Gail's stand out amongst its competition, and increasing its social recognition through social media, this café will stand out above the rest. Although competition is out there, whether its from The Cure or Dunkin' Donuts, Gail's has the potential to increase volume and presence within the community with its uniqueness, and small town charm. From the courthouse to the college, Gail's offers everyone a healthy choice you don't usually find at a great price. With the numerous opportunities there are for Gail's Eatery to become a successful, this business should thrive once word gets out. In conclusion, this Café has the potential to be a big hit amongst locals and business' and in no time be one of Stroudsburg's top cafe around.

Appendices

End-Notes

i) **Size and Scope:** The US industry consists of more than 22,000 stores with a combined annual revenue of about \$12 billion. In total, about 76,960 businesses exist worldwide, employing 717,961 people. Av

<http://www.sbdcnet.org/small-business-research-reports/coffee-shop-business-2016>

ii) **Growth/Market Trends:** The industry is expected to reach \$46.2 billion by 2021, although this is based on the average annualized growth of about 2%.---

<http://www.sbdcnet.org/small-business-research-reports/coffee-shop-business-2016>

iii) *Economy* - bounce back after

2008 crisis has played a large role in the macro, millenials are beginning to save more (the percentage of those who had more than \$100,000 in savings has doubled since 2015),

<http://www.sbdcnet.org/small-business-research-reports/coffee-shop-business-2016>

Bibliography

Alvarez, Andrew. “Coffee & Snack Shops In The U.S.” IBISWORLD US, Oct. 2017, clients1.ibisworld.com/reports/us/industry/default.aspx?entid=1973.

Claritas MyBestSegments, Claritas, LLC, 27 Feb. 2018, segmentationsolutions.nielsen.com/mybestsegments/Default.jsp?ID=20&pageName=ZIP Code Lookup&menuOption=ziplookup

“Coffee Shop 2012.” Coffee Shop 2012 Research Report , SBDC CLEARINGHOUSE, 27 Feb. 2018, www.sbdcnet.org/small-business-research-reports/coffee-shop-2012#wrap.

“Coffee Shop Business 2016.” Coffee Shop Business 2016, SBDC Clearinghouse, 27 Feb. 2018, www.sbdcnet.org/small-business-research-reports/coffee-shop-business-2016.

Shell, Adam. “Millennials: 1 in 6 Now Have \$100,000 Socked Away.” USA Today, Gannett Satellite Information Network, 23 Jan. 2018, 27 Feb. 2018 www.usatoday.com/story/money/2018/01/23/millennials-1-6-now-have-100-000-socked-away/1053803001/.

Marketing Guides, *MarketingMO*, www.marketingmo.com

Gendusa, Joy. “How Much Money Should You Spend on Marketing Your Restaurant.”
Food News Feed, www.foodnewsfeed.com, September 2016.

Bransom, Ann. “The Recommended Percentage of Sales for a Marketing Budget.” *Chron*,
<http://smallbusiness.chron.com>, March 7, 2018