

Front Street Marketing Customer Analysis Report: Brownstone's Restaurant, Hattiesburg, MS

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Executive Summary

For the purpose of this project, we, the members of Front Street Marketing, acted as a consulting firm to provide Brownstone's Restaurant with an in-depth customer analysis report. Through an extensive and thorough analysis of company elements, we were able to assess the business' background, purpose and goals to identify the relevant customer segments they serve. Once the segments were identified and defined, we narrowed the scope of target audiences to select two primary and two secondary markets, as well as which surrounding businesses they compete with most. After developing a comprehensive understanding of these elements, we then organized a series of suggestions and recommendations for future marketing efforts. Brownstone's fits into the casual restaurant and bar industry. The casual restaurant and bar industry serves to provide a fine dining experience in an affordable and more relaxed setting. Within this industry, the niche market that defines them more specifically is the Cajun/Creole, Southern restaurant market. Within this niche market, Brownstone's serves customers with a unique setting and cuisine style that sets them apart from other casual restaurants and bars in the city. After researching to identify the industry, we selected relevant customer segments that would be most attracted and likely to connect with the brand.

The two primary segments we developed are The Happy Hour Upperclassmen and Business Lunch. These groups were specifically selected due to their possession of characteristics and desires, which Brownstone's can serve with excellence. Due to the desires and needs of these groups being aligned with the services provided by the restaurant, they were identified to be the most likely to convert to brand loyalists. We also identified two secondary market segments, Yuppies and Love Birds. The interests of these secondary groups are similar to the primary segments, and will likely be served secondarily through the same marketing efforts targeted to the other audiences. While focusing efforts on marketing to Happy Hour Upperclassmen and Business Lunch through our recommendations, both the primary and secondary audiences can be captured to increase revenue and the overall success of Brownstone's.

It is critical to the future success of the restaurant that Brownstone's is able to affectively reach the target markets so that they can maintain their competitive edge. Because they compete with different casual restaurant and bars on different bases, marketing efforts and services must be strategic and consistent to secure their customers on various levels. The direct competitors of Brownstone's include casual restaurants and bars, which target the same key publics in the downtown area. Indirect competitors include other casual restaurants and bars in the greater Hattiesburg area. Within these competitor markets, we identified three base levels on which they compete: New Orleans style cuisine, late night experience, and lunchtime.

By identifying the primary target audiences, as well as competitors from the business and industry overview, we developed marketing recommendations. Using many foundational, as well as innovative marketing methods, we created a number of strategies that the company can implement to increase customer satisfaction and loyalty. Recommendations include: style and design revision to social media and online communication, addition of a formal performance space, use of tablecloths/centerpieces, menu and service consistency, and tailored planned events. Brownstone's can capitalize on consumer segments and create a lasting positive public perception through implementing these suggestions.

Business Overview

Located at 103 East Front Street in the heart of downtown Hattiesburg, Mississippi, Brownstone's is a casual fine dining restaurant and bar. Specializing in Cajun and Creole cuisine, this restaurant offers a unique selection of signature dishes in a casual New Orleans atmosphere. This French Quarter atmosphere is present inside a two-story building which offers a dining area and kitchen on the lower level, and bar setting with musical artist space above. With a selection of seating choices from outdoors to bar side, the restaurant welcomes reservations, walk-ins and groups, as well as families. Being located in downtown, Brownstone's offers an escape from the commercial contrasting west side of the city, with its more relaxed and personable setting.

Brownstone's is not only a full service restaurant, but offers catering and private party room services as well. Inside their downtown space, Brownstone's provides an exclusive Private Dining Room for reservation. Perfect for office parties, rehearsal dinners, birthday parties, and family gatherings, the restaurant offers an ideal setting for any customer's upcoming events.

Not only is this restaurant a desired dining location because of its existence in the thriving downtown, it is also the least expensive restaurant in the area. Lagniappe portion sizes offer a large amount of food for an affordable price. Brownstone's serves lunch and dinner meal selections. Daily lunch specials are available Monday through Friday each week, and are served at an average price of \$6.99 per plate. Brownstones also provides a wide variety of dinner options including appetizers, salads, burgers and sandwiches, entrees, and specialty steaks. Prices range from \$7.99-\$11.99 for appetizers and salads, \$7.99-\$10.99 for burgers and sandwiches, \$8.99-\$19.99 for main entrée items, and the signature steak items range from \$16.99-\$34.99. The wide selection of local craft beers and happy hour prices are the lowest in downtown Hattiesburg. Along with other daily specials, Brownstone's offers one dollar off each draft beer purchase during these times. This gives them a competitive advantage over the surrounding restaurants in and around downtown.

While other businesses in the downtown area have strictly street side parking for their establishments, Brownstones' offers reserved parking on the street and at the back entrance. With a variety of parking spaces locations available, Brownstone's makes it easy for customers to come and go from the establishment without fear of parking hassle.

Brownstone's customer service is maintained through social media, and to those dining in, through their interaction with the 25 employees. A variety of marketing outlets are utilized by the company to promote customer interaction and satisfaction. Rosie Ricks Knop is head of marketing, promotions, donations and band booking for the restaurant. She utilizes Twitter, Facebook, and their home website of brownstones.com to promote the business. Basic promotional tactics such as ad's,

coupons, and specials are provided through these social media outlets. Various other media outlets include a WDAM commercial and newsletters, which promote special events going on in the Hattiesburg area and weekly/daily specials for Brownstones. These tools are utilized for communicating with current and potential customers. Newsletters are distributed to a base of nearly 900 customers who have subscribed online. They also market through sponsoring and supporting community efforts. A popular example of this practice is when Ken Brown, Brownstone's owner, began donating funds to start the annual downtown concert, Eaglepalooza.

Brownstone's is a unique restaurant within this industry because of its location in the state of Mississippi. Although Hattiesburg is still relatively close to the greater New Orleans area, where this cuisine and restaurant style first developed, the culture of the area is different. The placement of Southern Cajun/Creole restaurants in bordering states occurred as the industry expanded following Hurricane Katrina.

Brownstone's is a prime example of this expansion. When Hurricane Katrina hit the Mississippi Gulf Coast on August 29th, 2005, the Hattiesburg area was significantly impacted. At that time, "A Café Named Desire" was located at 103 East Front St, the current location of Brownstones. Building owners Ken, Rachel, & Mitch Brown took this opportunity to rebuild better than before and thus began Brownstone's Restaurant. After gutting out the building that was previously home to a lawyer's office, Ken, Rachel, & Mitch Brown added a balcony to the front facade of the restaurant overlooking Front St. The goal of the renovations and new construction was to create a restaurant with the personality and look of a Bourbon Street bistro (Rosie). Through their specialty cuisine, affordable prices, excellent service, and unique nightlife experience, Brownstone's provides a fine dining experience like no other in Hattiesburg.

Overview of the Industry

This section describes the casual restaurant and bar industry of which Brownstone's is a part. Brownstone's specializes in the Southern Cajun and Creole cuisine niche. This section will cover the development of the industry, what it currently looks like, and the direction in which it is heading.

Casual Restaurant and Bar Industry

Brownstone's fits into the casual restaurant and bar industry best. Hoover's explains the basic characteristics of this industry generally as, "Companies in this industry provide food services in casual atmospheres to seated patrons who are served by wait staff and pay after eating (Hoovers, 2013)." According to Monica Parpal of Food Service Warehouse, these types of restaurants offer

family-friendly atmospheres, and similarly to fine-dining restaurants, can offer cuisine specialized in a certain region. With the cuisine of Brownstone's specializing in Cajun and Creole dishes, it is clear that the characteristics of the casual restaurant and bar industry are key to Brownstone's identity.

"Casual dining restaurants are typically more affordable and often geared toward families. Casual dining restaurants offer full table service, but the décor, food and service is usually less remarkable than a fine dining establishment," according to Parpal. The pricing of restaurants in this industry caters to families and generally ranges from \$10-15, varying based on specific geographical areas (Parpal, 2013).

Personal income, consumer tastes, and demographics are all consumer demands that drive this industry. Because restaurant sizes vary within the Casual Restaurant and Bar Industry, large and small companies present strengths in different areas. While large chain restaurants of this industry have strengths in marketing and access to capital, smaller companies can compete by offering superior food and customer service (Hoover, 2013). Brownstone's takes advantage of these two specialties to maintain a competitive status with larger companies in this industry, although their primary focus is direct competition with local businesses of similar size and style.

Another important aspect of the Casual Restaurant and Bar Industry is that approximately 40 percent specialize in an ethnic food category. While the most common of these categories are Mexican, Italian and Chinese, Brownstone's offers a unique niche to this industry by offering Cajun and Creole cuisine (Hoover, 2013).

While Brownstone's fits under the larger food industry heading, it is more specifically a Southern Cajun/Creole restaurant. This industry is unique to the southern region of the United States and the cuisine, drinks, entertainment and atmosphere of the restaurant reflect this sector of the food industry. It is important to note the cultural influences that shape restaurants in this sector of the food industry. Heavy influence on the overall planned experience for customers is developed by referencing the creative culture of the Cajun and Creole people. The focus of marketing and customer service for Brownstone's is to create an atmosphere that epitomizes the French phrase, "Laissez les bons temps rouler." With cuisine that is characteristic of the city of New Orleans, this industry is marketing with the goal of providing a restaurant where the "good times roll."

Another key aspect to note about this niche industry is the entertainment offerings provided. Following along with the New Orleans Creole/Cajun theme, music offerings are unique. Live musical performances take place on the second floor bar and feature blues, jazz, and country selections. The existence of this live and original entertainment is aimed at reflecting the strong influence music plays in the city of New Orleans.

Development and Current Position of the Industry

The general restaurant industry dates back to the 17th Century. It is believed that A. Boulanger was the owner of the first restaurant in Paris in 1765. While A. Boulanger's establishment was a simple soup shop, the restaurant industry has significantly advanced to the industry it is today. With the development of Cafeterias in 1891, followed by drive-in restaurants in 1936 and the first McDonald's in 1954, the industry can now be separated into numerous restaurant types. (Bellis, 2013)

The 1950s and 1960s brought higher popularity of franchise restaurants in America, such as Taco Bell, Kentucky Fried Chicken and Pizza Hut. A significant shift that influenced the evolution of the restaurant industry was the change for American households from one working parent to two working parents. By the 1990s, the consumer shift called for restaurant chains like Olive Garden, Applebee's, and 99 to meet the increased number of people eating out. The growing middle class demanded restaurants with children's menus and moderately priced menu offerings. (Mealey, 2013)

The developments of these different restaurant offerings fit into a series of categories including: fine-dining and casual dining full-service restaurants, fast-casual restaurants, and quick-service restaurants. The casual restaurant and bar industry, that describes Brownstone's, fits under casual dining full-service restaurants. This specific industry experienced expansion in the 1990s. At the same time that larger commercial chain restaurants of this nature were developing, small business owners developed in various niche markets, one of which being specialty Cajun and Creole restaurants (Knop, 2013).

While it is unfathomable to say that the damage caused to the Gulf Coast by Hurricane Katrina was in any way desired, it did provide an opportunity for growth and expansion of this niche industry. The events that followed Katrina have inspired and shifted the birth of Southern Cajun/Creole restaurants in the region. While restaurants of this style are common practice closer to the New Orleans area, in the City of Hattiesburg it is a more niche market. Only five restaurants in Hattiesburg offer food and atmospheres of this style. In comparison to the number of restaurants the city contains as a whole, it is evident that this industry is localized to the side of the city East of Interstate 59. The fellow Cajun/Creole restaurants that are main players of this sector of the industry and consequently direct competitors of Brownstone's are: Crescent City Grill and Walnut Circle Grill. In this circle of restaurants, the offerings are relatively similar. Menus include large portions of seafood and strongly flavored dishes that are common to New Orleans, such as: gumbo, jambalaya, oysters, pastas and grits. Alcohol is also a notable product of this group. All of these restaurants

feature extensive drink menus and unique home-style bars that further develop the New Orleans atmosphere and image (Knop, 2013).

Marketing in this industry focuses on appealing to all senses using ads, photos, and aromas through all personal and impersonal touch points with the consumer. As opposed to commercial and chain restaurants offered in the area, this select industry offers more personal and individual marketing communication.

Direction the Industry is Heading

According to Matthew Southard of Food Service Warehouse (2013), trends within the industry include: "business as casual" and "all grown up." Business as Casual refers to the trend of fast casual restaurants offering more variety on the menu than fast food restaurants with lower prices. All Grown Up refers to the trend in consumer interest growing towards more dynamic, diverse dishes. These two trends will influence the casual restaurant and bar industry.

According to David Ingram of Demand Media (2013), the threats posed to the industry include: bad economy, government regulation, and change in tastes. A significant threat is posed by the state of the economy, because if the nation is in an economic depression, people will be less likely to spend money on fine dining when there are more pressing issues. Government regulation poses a threat to the casual restaurant and bar industry by providing the possibility for intense standards on pricing or products served, which small businesses may not be able to meet. Changes in tastes presents the final threat to the industry because as people worldwide are shifting towards healthier lifestyles, desire for food offerings of that nature may pose a greater demand than Cajun and Creole restaurants provide.

Ingram (2013) also identifies the greatest opportunity for the casual restaurant and bar industry to be the expansion of demand for convenient healthy cuisine offerings in fine dining venues. This means that with the growth of healthy eaters, restaurants have the opportunity to capitalize on the demand by offering new cuisine to fit this style. Casual restaurants and bars that are able to fulfill demands of this nature have the opportunity for significant growth and economic prosperity.

Description of Relevant Customer Segments

Within this section, the customer segments relevant to Brownstone's are described and identified using the information gathered about the company and industry.

Relevant Customer Segments. Six relevant customer segments were identified for Brownstone's Restaurant. The findings can be located in Table 1.

Table 1: Relevant Customer Segments

Segment	Description
Cheapskate	They tend to be college students seeking to eat on a budget. They have a set amount they are willing to spend including the tip. They do not purchase appetizers, dessert, or alcohol. These customers have water to drink.
Happy Hour Upperclassmen	They are college juniors and seniors old enough to drink. These students expect to consume an alcoholic beverage with their meal, but are more encouraged to during happy hour specials. They are seeking specials and promotional discounts.
Yuppies	These are younger business professionals around 21-30 years of age. These customers are less concerned about the lowest price and are willing to purchase more than one alcoholic beverage. They are interested in nightlife and the experience.
Business Lunch	They are business professionals around 30-50 years of age. These customers come primarily for lunch with their boss and or clients. They are interested in eating at the restaurant to make an impression on those they take there to eat. These customers are more apt to purchase appetizers, meals, drinks and dessert because eating out is an impression point.
Love Birds	They come to eat for date night. They come expecting to have a nice meal and dessert. These customers are both dating and married couples often using the event to celebrate an occasion.
Old Money	These are an older crowd of wealthy individuals. They are interested in a fine bottle of wine or a glass of scotch. These customers are less concerned with price and more concerned with quality.

Finding Basis for Comparison

In order to compare the relevant customer segments, three relevant bases were identified after reviewing consumer behavior concepts. The bases were knowledge of the cuisine, loyalty to eating/drinking local, and motivation for traveling downtown. In order to better understand the Brownstone's customer base and their motivations for consuming, these considerations were applied to each customer segment. This information can be found in Table 2.

Table 2 Basis for Comparison:

Segment	Basis for Comparison		
	Knowledge of the cuisine	Purchase Loyalty to eating/drinking local 1 2 3 4 5	Motivation for traveling downtown to eat
Cheapskate	Unaware of the industry and specialized cuisine.	1= No Loyalty. Customers are not loyal to any specific establishment. Consuming habits vary significantly. They purchase at their immediate convenience without loyalty to any specific brand.	Their friends are doing it. (Maslow's Hierarchy of Needs: Belongingness=need to feel like a member of a family or community)

Happy Hour Upperclassmen	Some knowledge and experience, but limited.	3= Switch Loyalty. Customers are loyal to the product, but not a specific brand. They are just as likely to eat at Brownstone's as they are to eat at a similar competitor's establishment.	Happy hour specials. (Hedonic Motivation: drive to experience something personally gratifying)
Yuppies	Some knowledge; more knowledge than college crowd.	4= Occasional Switch. Customers are more likely to visit Brownstone's the majority of the time, but because they are not brand loyal, they occasionally switch brands.	Nightlife offerings and experience. (Hedonic Motivation: drive to experience something personally gratifying)
Business Lunch	Aware of the industry because they are more educated and aware of which restaurants will make the best impression with quality and unique cuisine.	4= Occasional Switch. Customers are more likely to visit Brownstone's the majority of the time, but because they are not brand loyal, they occasionally switch brands.	To impress clients and to enjoy a quality meal. (Utilitarian Motivation: drive to acquire products that consumers could use to accomplish things. Also, Maslow's Hierarchy of Needs: Esteem=need to be recognized as a person of worth)
Love Birds	Some knowledge of higher end restaurants for occasions, but less aware of the specific cuisine, only of the quality and prestige.	2= Divided Loyalty. Customer loyalty is divided between a select number of specific brands. Consumption habits reflect that this segment is made up of repeat customers at a couple of businesses, but there is division in their loyalty.	To celebrate an occasion and to enjoy an intimate dining setting. (Hedonic Motivation: drive to experience something personally gratifying)
Old Money	Aware of the industry with superior knowledge about the cuisine and cultural relevance.	5= Undivided Loyalty. Customers are brand loyal to establishments that meet their needs. Once they discover their needs being met, they are consistent in purchase of one specific brand.	Socialize and to enjoy their favorite alcoholic beverage in an upscale setting. (Hedonic Motivation: drive to experience something personally gratifying)

Motivational theories from Consumer Behavior Textbook, Babin/Harris (2012).

Competitive Analysis

Brownstone's is in competition with indirect and direct competitors. Their direct competitors are the casual restaurant and bars which target the same target segments in the downtown area. Indirect competitors are the other casual restaurant and bars in the greater Hattiesburg area.

Indirect Competitors

The indirect competitors for Brownstone's compete on three different bases. These bases are: New Orleans style cuisine, late night experience, and lunch time. Some of these competitors are not in direct competition for the same consumer segments as Brownstone's, but do make up a portion of the casual restaurant and bar share. Examples of indirect competitors are Bianchis, 206 Front, Cotton Blues, Georgia Blue, E&L Seafood, and De Re LaRouge. These restaurants offer similar services, but do not directly compete with Brownstone's.

New Orleans style Cuisine. Brownstone's competes with E&L Seafood and De Re LaRouge indirectly due to sharing of the same Cajun and Creole cuisine style. They compete indirectly with E&L Seafood because E&L Seafood is focused solely on lunchtime offerings while Brownstone's focuses on lunch, dinner and nightlife. They compete indirectly with De Re LaRouge because De Re LaRouge is focused solely on nightlife, where Brownstone's focuses on providing lunch and dinner offerings instead of only a late night venue. De Re LaRouge's distanced location also separates it from being a direct competitor to Brownstone's.

Late night experience. Brownstone's competes with Cotton Blues and Georgia Blue indirectly due to their shared focus on providing a nightlife experience equipped with alcohol and live music. The locations of these two competitors separate them from being direct competitors because they do not draw all of the same target audiences. Brownstone's offers a late night venue in the far East side of the city, where as these other casual restaurants and bars are located on the Western side of the city and serve different target groups. Although fast food restaurants exist in the pool of options for customers at lunchtime, Brownstone's has no need in focusing efforts to compete with them due to their stark business and service style differences. Customers who are more likely to eat at fast food establishments are unlikely to become brand loyal to a restaurant of Brownstone's quality, and are placed in a different category of competition with establishments of their nature.

Lunchtime. Brownstone's competes with Bianchi's and 206 Front indirectly due to their shared competition for lunchtime clients in the downtown Hattiesburg area. Because they are all located in a close vicinity, these restaurants compete for lunch hour business. Bianchi's and 206 Front are indirect competitors due to their stark contrast in cuisine style. While all three restaurants are in competition during lunchtime, Bianchi's and 206 Front are both southern Italian style, while Brownstone's focuses on New Orleans style cuisine.

Direct Competitors

Crescent City and Walnut Circle are the two main competitors of Brownstone's. Not only are these two restaurants the closest geographically to Brownstone's, but they also offer a similar experience to the consumer. These casual restaurants and bars are all located on the East side of the city, specialize in New Orleans style cuisine, and provide strong late night venues. While one might rationally assume chain restaurants located in the western side of the city are also competitors of Brownstone's, there is a difference in style that divides at the Interstate 59 line. For the purposes of this consumer analysis report, only restaurants similar in size, style and ownership will be considered in direct competition.

Crescent City Grill. Crescent City Grill is located at 3810 Hardy Street, Hattiesburg, Mississippi. It is the number one competitor to Brownstone's Restaurant because of the location, caters to the same segments, and offer similar experiences, such as: a New Orleans Atmosphere, Cajun/Creole Cuisine, and late night venue.

Crescent City Grill was established in 1987, and takes pride in offering made from scratch food prepared every morning using the freshest ingredients. Offerings are similar to Brownstone's, featuring fresh seafood, homemade soups, gumbos, salad dressings and desserts. With Crescent City Grill having a longer standing history in the city, due to its establishment 18 years prior, Brownstone's is in constant competition to offer the best cuisine in this niche of the casual restaurant and bar market for Hattiesburg.

The location of Crescent City Grill and Brownstone's are both on the Eastern side of Interstate 59 in Hattiesburg. This is significant because 59 splits the city. With both restaurants location in this geographic area of the city, they are in direct competition for the same regional consumers (Crescent City, 2013).

Walnut Circle Grill. Walnut Circle Grill is located at 115 Walnut Street, Hattiesburg, Mississippi. It is the second strongest competitor to Brownstone's Restaurant because of its location, caters to the same segments, and similar experience offering. The determining factor of its placement as the second strongest competitor is because while it offers Cajun and Creole cuisine, it features them through a more general southern style lens. The overall style of the physical venue as well as cuisine selection is more representative of Southern United States as a whole, making their offering slightly different than that of Brownstone's.

Walnut Circle Gill was established in 2002 and takes pride in the role they have taken to help redevelop downtown through their restaurant. Owner and executive chef, Mike McElroy, is a native of Hattiesburg and strives to provide both casual and sophisticated cuisine to their customers. Cuisine

has a distinct southern style and the ownership promotes expansion and growth of the downtown Hattiesburg area.

Walnut Circle Grill is also located on the Eastern side of Interstate 59 in Hattiesburg as are Crescent City Grill and Brownstone's. These three restaurants are in direct competition for the same regional group of customers. Lunch and dinner offerings as well as nightlife experiences are all offered by these three venues, making them direct competitors in the city of Hattiesburg (Walnut Circle, 2013).

Perceptual Map. A perceptual map has been provided in the appendix for reference on the position of Brownstone's in comparison to its competitors. This map is based off of qualities that the consumer considers when thinking of casual restaurants and bars. It is based on the indoor or outdoor dining spaces offered for seating by each business. It is also based on the restaurant's daytime or nighttime business focus. The daytime and nighttime focus is determined by the restaurants efforts on lunch or dinner and nightlife experiences. The closest competitor to Brownstone's is Crescent City. Which is expected, being that they both offer specialized Cajun/Creole Cuisine and a New Orleans atmosphere in an upscale dining setting. Also, they both offer lunch and dinner specials in addition to a nightlife experience with both indoor and outdoor seating options.

Selection of Target Markets

There are four segments that should be targeted by Brownstone's, which can be seen in Table 3. This section will describe the four target markets, including both primary and secondary. The personality types of the primary targets will be expounded upon, as well as identification of the customer segments not being served by the competitors to explain the reasons why Brownstone's should target these segments and not others.

Table 3: Target Segments

Primary Targets	Secondary Targets
Happy Hour Upperclassmen	Love Birds
Business Lunch	Yuppies

Primary Target Markets

The primary targets are Happy Hour Upperclassmen and Business Lunch. These two segments were chosen because they have the greatest chance of becoming brand loyalists, if effectively reached. Because the state of Hattiesburg's downtown business and residential market is on the rise, the need for a venue like Brownstone's will only increase. The decision of residents to consider the city for permanent residency has a positive impact on future business and increases the need for

Brownstone's to market to these two segments. Happy Hour Upperclassmen are likely to decide upon staying in the area for a longer time period after graduation, and possibly for the long term. Because of this reality, if Brownstone's can capitalize on this segment, they can ensure a group of loyal customers for an extended period of time. Due to the increased success of downtown businesses in the city, the Business Lunch crowd is also likely to be a lasting community for Brownstone's to reach. Also, if focus is set on these two target segments being reached, then the secondary targets can be impacted as well.

Happy Hour Upperclassmen. The Happy Hour Upperclassmen were chosen as a primary segment because they have a positive attitude towards Hattiesburg nightlife venues. They are attracted to the idea of a unique drinking and dining location, but they have yet to commit to visiting regularly. These Juniors and Seniors are old enough to consume alcohol and are on the verge of adulthood, so they are seeking more mature atmospheres than younger college students. While they are over 21, this segment is still composed of college students on a budget, so they are in pursuit of drink specials.

Brownstone's is looking to penetrate this segment because while they have received some business from this target, they have yet to be able to fully capitalize on this group. Brownstone's can maximize on this segment because they are an ideal setting to fulfill the target audience's desires. If the restaurant can get these upperclassmen in the door and reveal that they have the lowest happy hour prices in town, they can more successfully turn these consumers into brand loyal customers. Because the Happy Hour Upperclassmen are interested in a more upscale setting to drink affordably, Brownstone's is an ideal setting if they can secure their business by getting the word out. The competitive advantage in this target segment lies in the concept that the only thing missing in the process of the buying decision is that they simply have not visited yet and when they do, they will enjoy it. The idea is that if this segment already likes everything about this style of casual restaurant and bar, the chances of them enjoying the experience are high.

Happy Hour Upperclassmen compare the Brownstone's nightlife experience to other venues in town. Other bars and casual restaurants are associated with the college crowd. Happy Hour Upperclassmen are preparing to make the transition to adulthood and are seeking a more professional atmosphere to enjoy nightlife in the city. Due to this desire, this segment makes a connection with Brownstone's as a night venue. The personalities of this target market can be diverse, but they unite in their prioritizing of drink specials when considering venues. While many different students fit into the upperclassmen category and have varying interests, the desire for a location with affordable alcoholic beverages is central. This segment fits with Brownstone's because everything from the

services to the daily operations demonstrates a welcoming and comfortable atmosphere conducive to professional networking in a nightlife venue. The location and set-up of Brownstone's exudes inviting sprits and cultural influences that would be appealing to this target segment. Since the Happy Hour Upperclassmen already have a positive attitude towards the idea of upscale casual restaurants and bars, converting them into buyers should be a simple task.

Business Lunch. The Business Lunch crowd is an already existent segment of regular consumers at Brownstones. This group was chosen as a primary segment because they are already located in close proximity to the restaurant during the business day. They are also likely to bring clients, colleagues, and friends when visiting. They are a strong source of creation for repeat customers because they encourage those that are guests with them to return for future visits. Brownstone's offers a conveniently located venue for lunch crowds of business professionals in the downtown Hattiesburg area. If Brownstone's can secure this segment with consistent and reliable service, they can create brand loyalists and grow secondary customer segments through them at the same time. If Brownstone's is able to provide a consistently positive experience with exceptional service and cuisine, this segment will be loyal to regular attendance during lunch hours.

Business Lunch segment members tend to use lunch venues as an impression point with their boss or clients. These professionals work in the downtown area and are interested in eating at a restaurant to make a positive impression on those they take to eat with them. Due to these practices, they make a good fit with Brownstone's because this restaurant is dedicated to providing unique and quality dining in a New Orleans style setting. The buying habits for this segment are the same in the way that they seek to provide their guests with a drink, possibly an appetizer, and a substantial entre. They are interested in daily specials and unique offerings, but the price point is not a central focus. They are willing to spend whatever amount will ensure their client, colleague or boss' satisfaction. Brownstone's is an ideal offering for this segment because they create weekly lunch special offerings that are continually updated. Also, Business Lunch professionals are interested in a calm and upscale setting to discuss business with their guests. Brownstone's is an ideal setting for this with open table and booth offerings for more or less privacy.

Secondary Targets

The two secondary segments, which can be effectively reached while focusing on the primary segments, are the Love Birds and Yuppies.

Love Birds. Love Birds were chosen as a secondary market because, while they are not likely to be frequent customers, they are possible brand loyalists for the special occasions. These

consumers seek a nice venue for date nights and special events like anniversaries or celebrations. Brownstone's has potential to cultivate loyalty with these consumers because they seek an affordable, yet upscale venue, which Brownstone's provides. In saying that, they are a secondary segment because they have a very limited amount of occasions in which they will visit. Brownstone's would be most successful in utilizing marketing strategies focused on their primary markets because the Love Birds are likely to be associated with the Happy Hour Upperclassmen and Business Lunch segments. This meaning that they can effectively be reached through similar marketing strategies that do not specifically target them.

Yuppies. Yuppies were chosen as a secondary market because, while it is probable that they will become members of the Business Lunch crowd one day, they are currently less likely to become brand loyal to the restaurant. These individuals are of the age to drink and enjoy nice dining experiences, but gravitate towards more commercial chain locations. Drink specials and unique cuisine offerings are desirable, but consumers in this segment generally visit restaurants in a routine pattern. This is to say that larger chain restaurants such as Olive Garden, Chili's and Red Lobster are more likely to generate regular business from individuals in the Yuppie category. These younger business professionals are likely to settle for a meal they have had a number of times at the same place, as opposed to branching out and visiting a new venue.

Targets Not Being Served By The Competitors

The competitors are not serving the Happy Hour Upperclassmen and Business Lunch segments on the level that Brownstone's is. The Happy Hour Upperclassmen are receiving smaller portions, higher bills and more generic nightlife at competing casual bars and restaurants. This segment is looking for lagniappe portions, drink specials and live entertainment, which can better be found at Brownstone's than any other venue. The Business Lunch segment is underserved by competing restaurants because they lack the ability to provide as impressive of an impression to the guests these consumers bring. Because Business Lunch professionals are looking to make a statement of class and sophistication when they bring clients and colleagues, competitors lack the atmosphere and quality to provide a unique experience. Bringing guests to chain restaurants does not make the same statement as bringing them to a one of a kind venue like Brownstone's.

Segments Not Being Targeted by Brownstones

The Cheapskates and Old Money are the segments that are not targeted by Brownstones. Cheapskates are not targeted because they are too focused on the budget to appreciate the experience. These

college students are consuming with price as their main goal so they are blind to exploring the quality and unique atmosphere available. The services offered by Brownstones are targeted at a more cultured audience that is willing to spend money on a fine dining experience, making the Cheapskate segment inappropriate. This segment is not likely to become loyal, making it a non-targeted segment for Brownstones. Individuals in the Old Money segment are not being targeted by Brownstone's because they are more interested in a high class, elite dining experiences as opposed to an upscale casual venue. Individuals in this segment are more likely to spend a high amount on an elegant dinner, than to see a band play and enjoy mixed drinks. While a portion of this crowd is interested in the bar aspect of Brownstone's, the large majority of this group is interested in a three course meal and an expensive bottle of wine. Brownstone's offers an upscale dining venue, but may be too casual and youthful for these consumers.

Managerial Recommendations

This section describes the strategies that Brownstone's should use to effectively appeal to the primary and secondary target markets identified in the previous section. It also discusses the competitive advantage they would gain by implementing these strategies.

Appealing to the Primary Target Markets

Primary targets are the direct publics a business strives to reach with their marketing efforts. These groups are the central focus of the entire business, as owners tailor decisions in hopes of securing these primary target's attention and loyalty. Failure to focus marketing efforts to reach these two specific audiences significantly harms the business by limiting a segment of customers that are likely to be brand loyal due to their interests and needs.

Happy Hour Upperclassmen. This target audience can be better reached by a restyling of communication efforts on social media. It is recommended that Brownstone's continue using Facebook and website marketing to reach this population, but improve marketing graphics and communication style on those. Current photo posts on Facebook and Twitter show food and signs, but there need to be photos actually showing consumers. If people within this target segment saw themselves and their friends, or at least people that look similar to them in posts, they would be more drawn in to visit. By seeing people they know and are similar to, a connection between the brand and consumer can be established. Also, it would be helpful to focus on making these edits to one social media outlet, then moving on to another once one site appears to be improved. By combining posts for both sites, audiences are not properly being communicated with. Focus on improving one site to

be most efficient before utilizing multiple pages that present the same exact content would be beneficial.

Website and Facebook graphics also need to be updated. Current graphics are professional, but slightly dated. To ensure the attention of this target segment, fonts and images used for graphics need to be more current. While not all graphics used need to specifically market to this group, use of “hip” graphic styles in some posts could catch the attention of Happy Hour Upperclassmen as opposed to the currently slightly dated images.

One of the strongest recommendations for reaching this target segment through marketing efforts is to utilize more two-way communication with social media efforts. Currently, the Twitter and Facebook accounts provide one-way communication. Happy Hour Upperclassmen are engaging in social media to interact with others. The current style of posts links any content posted on Facebook to Twitter and provides little ability for followers to engage. Hedonic and utilitarian value can be gained from these outlets if used properly, and can greatly influence behaviors of this target. By tailoring posts more conversational and posing questions, consumers in this segment will be more likely to reply and engage. Once consumers are engaged, their involvement levels will be higher and they are more likely to become regular consumers. A possible post that fits this recommendation would be to post, “With so many local brews made in the Hattiesburg area, we want to know: what’s your favorite? Post and let us know and you’ll receive 10% off your purchase in addition to our already lowest happy hour prices in town!” A post of this nature would encourage followers to engage in the communication making it two-way, which develops a relationship with the consumer. This would also benefit the company by providing a call to action that encourages them to visit and consume due to the discount.

Happy Hour Upperclassman are interested in unique and gratifying nightlife experiences. While the current offering of live music is a wise choice, if Brownstone’s were to include more recognizable bands and bands that have a connection with Southern Miss, students would be more drawn to come. By publicizing the fact that the live band on Friday night is made up of students, Brownstone’s can not only reach the friends of those band members, but other students they are connected with.

The last two marketing recommendations are to create a networking event with the Hattiesburg Young Professionals and to include lowest Happy Hour prices in marketing materials. These two recommendations are targeted at addressing the two main focuses of this population: 1. Consume at a venue that provides networking possibilities, 2. Save money with drink specials. By partnering with organizations like the Hattiesburg Young Professionals to put on a networking

cocktail hour, Happy Hour Upperclassmen would be drawn to visit in order to make connections with professionals close to them in age. An event of this type could draw a large first time crowd and then become a regular event on a quarterly basis. Brownstone's could provide the perfect venue for professionals in that organization and in this target audience who are looking to meet and network. Secondly, while it is a strong marketing point that the happy hour specials at Brownstone's are the lowest in town, it is not well known. Including this on marketing materials geared towards this group would prove beneficial to gaining their attention.

Business Lunch. The primary recommendation for improving marketing efforts to this target segment is to improve consistency. Because this segment uses Brownstone's as an impression point to their clients, they need to be able to have confidence that when they come, they will have an excellent experience consistently. By keeping a consistent menu, business owners who are looking for a familiar place will know what they like and be able to count on it being there when they visit. While lunch specials are good, it would be best to keep consistent offering so that a professional in this Business Lunch crowd can rely on consistent offerings when they are counting on Brownstone's. Another addition, which would be beneficial in marketing to this segment, would be the addition of simple elements like table clothes or centerpieces. By adding these elements, the feel of elegance and fine dining in an inexpensive and casual lunch setting would be improved.

In addition to consistent food offerings, Brownstone's needs to provide consistent customer service. It has been a reoccurring problem for the restaurant that the service received is sometimes exceptional, and other times mediocre. Brownstone's can improve in this area by focusing on customer service training for employees that focuses on a consistent attitude and service model. Since the focus on reaching this segment is during lunch hours, it is important that Brownstone's make serving quick, without losing the feel of a fine dining experience. Practicing service at an expected level would cause this crowd to feel confident in visiting at any time and receiving an equally exceptional experience.

Unlike the Happy Hour Upperclassmen, the Business Lunch segment has been previously targeted. Because a relationship with this audience has been developed, many consumers in this group are part of the newsletter recipient list. While it can be beneficial to use a newsletter to connect with clients, without proper design, it can prove useless. Currently, the newsletter is only opened by 10-20% of the nearly 900 recipients according to Rosie Ricks Knop, Manager of Brownstone's Marketing. With this being said, it is evident that action needs to be taken to improve this communication to create more successful feedback that matches the amount of effort being put into making it. It would be too drastic to scratch the newsletter entirely, but editing it to into a shorter

burst with just a specific ad would be better. Other businesses utilize this similar marketing technique of email successfully because they use consumer friendly advertisements with a consistent branding design. Many large businesses keep the top of the email consistent with the design of the top of their website, then provide a segment telling what's going on and the reason for this email, directly followed by coupons. Keeping it short, simple and to the point would reach more people and increase probability that they will open it because it is not time consuming to engage in. If the top of newsletters used the same design as the top of Brownstone's website and the number of items currently included were narrowed, the newsletter would be more useful and user friendly than it currently is. With consistent design, the clarity will be improved.

A general recommendation for all customer segments would be creation of an online survey that offers consumers the ability to conveniently provide feedback, further building the relationship. In Scott Stratten's book, *Unmarketing*, he outlines this process as, "Stop. Start. Continue." Stratten calls marketers to ask consumers three questions: "What should we stop doing?," "What should we start doing?," and "What do you think we should continue doing to ensure we not only meet but exceed your expectations?" Through asking these questions and more in an online survey format, the restaurant could gain much feedback with which to improve the business.

Appealing to the Secondary Target Markets

The secondary targets are not the primary focus of Brownstone's, but can benefit from the strategies implemented to satisfy the primary targets.

Love Birds. Decorating the tables with centerpieces and table clothes would definitely appeal to this secondary audience as well as the Business Lunch. Because people in this segment are interested in the feeling of a fine dining experience without the price, addition of these elements would satisfy their needs better. Addition of rewards for coming on special occasions such as birthdays, holidays, or anniversaries would also benefit efforts to market to this audience. Providing complementary desserts or discounts would encourage these individuals to visit more frequently.

Yuppies. Because the age and interests of the Yuppies are similar to those of the Happy Hour Upperclassmen, the following marketing efforts would also reach them: young professional networking events and booking of local bands. The only additional marketing effort that could be made would be to make a permanent stage area since this community, as well as the Upperclassmen, are interested in the nightlife and live music.

Brownstone's Competitive Advantage

By implementing the above mentioned strategies, Brownstone's will be able to improve their competitive advantage over surrounding casual restaurant and bar offerings. These strategies are focused on creating stronger ties in the consumer-brand relationship, which reaches beyond individual transactions. Use of these strategies can develop brand loyalty among the primary and secondary customer segments.

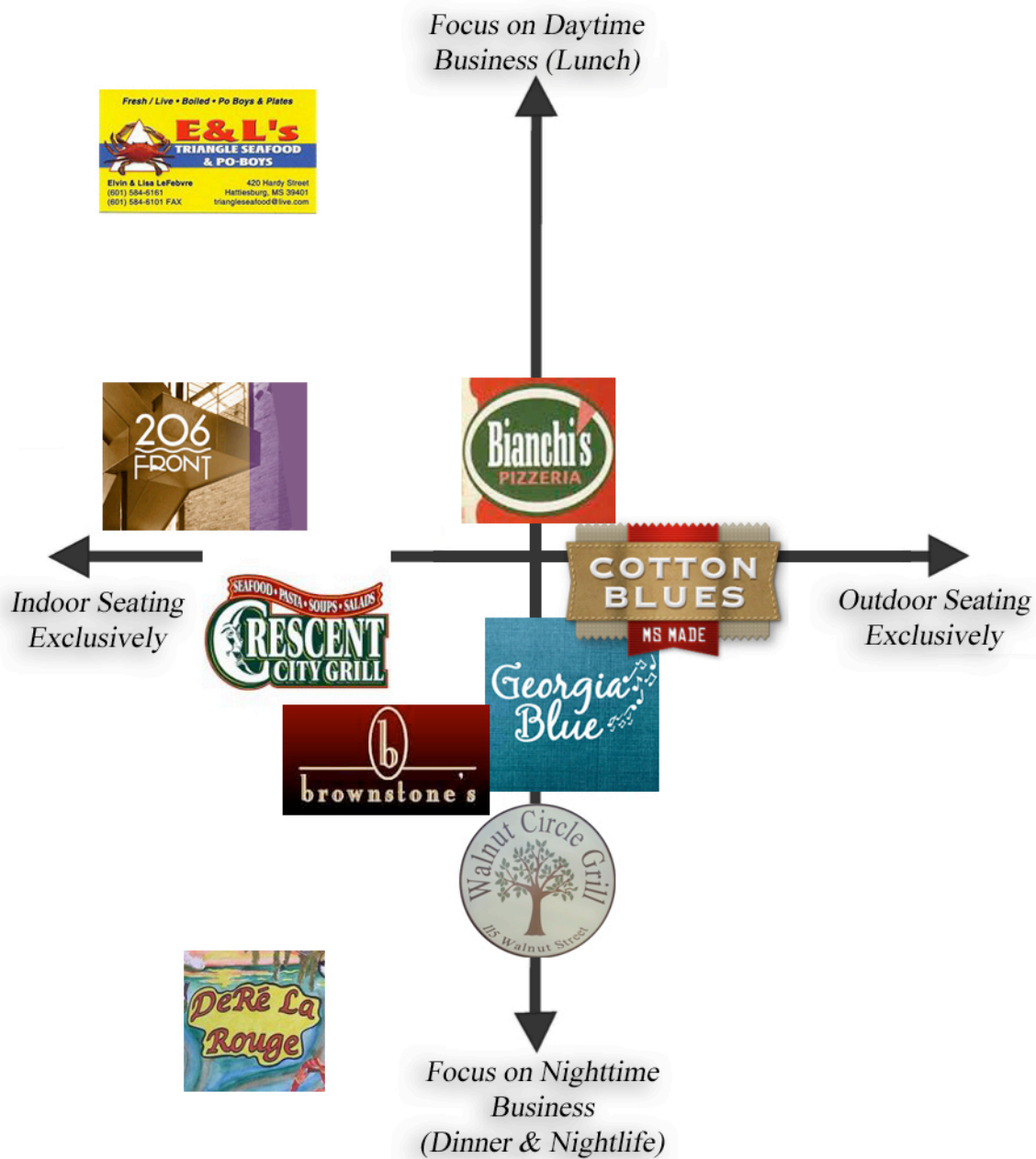
Tablecloths, Centerpieces and Place Settings. Brownstone's direct competitors for lunch, Bianchi's and 206 Front, provide similar atmospheres. The addition of items such as tablecloths and centerpieces would improve their competitive advantage for lunch. Addition of these simple items would provide a more high-class appearance of quality without losing the relaxed and affordable atmosphere.

Update and Renovation of Online Presence. Creation of a revised newsletter and transition of social media communication to two-way would provide a significant competitive advantage. If these outlets were remodeled to be more user friendly, they could present an advantage by creating loyalty through stronger consumer-client relationships.

Addition of Stage and Formal Performance Space. The addition of a permanent stage space with Southern Miss student bands being booked would not provide an advantage above surrounding venues, but it would put Brownstone's on their level. Currently, the other venues with which Brownstone's competes with for nightlife, have permanent stages. This addition would improve Brownstone's current standing.

Networking Events for Young Professionals and Lowest Happy Hour. These two unique offerings separate Brownstone's from the competition. By not only offering the lowest prices in the area, but by providing specialized networking events, Brownstone's could target Happy Hour Upperclassmen and Yuppies better than any other venue by specifically meeting their needs.

Appendix:
Perceptual Map of competitors



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