

Marketing Plan

Name

Course

Instructor

Institution

Location

Date of Submission

Executive Summary

Ribanese Organic Restaurant is a 100% organic restaurant based in Doha, Qatar. The restaurant has been in operation for the last 12 months. During the short period that the restaurant has been in operation, the restaurant made a net profit of \$250,000. As a result of the unprecedented success, the two partners who own the restaurant have resolved to expand the restaurant to Vancouver, Canada. In that perspective, this marketing plan details the strategies that should be implemented by Ribanese Organic Restaurant in order to ensure that the organization is effective in pursuit of the expansion plan to Canada.

According to the marketing plan, since Qatar and Canada have totally different cultures, it will be important that the management team of Ribanese Organic Restaurant implements strategies that are customized to the Canadian market. For example, while Ribanese Organic Restaurant has been effective in Qatar while charging premium prices for the services offered, it has been established that the same pricing strategy would not be effective in Canada since the organic food sector is fully developed in the Canadian market implying that Ribanese Organic Restaurant will only be effective in Canada by adopting competitive pricing strategy.

Even though there are already various restaurants in Vancouver that have the same product and service offering as Ribanese Organic Restaurant, it has been established that Ribanese Organic Restaurant will be successful due to the following aspects a) take away services b) home delivery services c) competitive pricing and d) wide variety of meal choices to choose from.

Since Ribanese Organic Restaurant will be unknown in Vancouver market, it will be vital that the organization implements an innovative promotion strategy that will help create awareness about Ribanese Organic Restaurant service offering in the market place. From the analysis, the promotion strategy of Ribanese Organic Restaurant in Canada should entail local FM radio station advert, local magazine adverts, bill board advertising and use of brochures and flyers that will be handed out to the general public.

The following have been established as the key success factors;

- a) Ability to establish relationship with suppliers of organic products
- b) Ability to position Ribanese Organic Restaurant as the ideal organic food restaurant in Vancouver
- c) Use of social media to regularly interact with customers to collect valuable feedback that will be crucial in ensuring that customers are satisfied with the services offered.

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Introduction

Ribanese Organic Restaurant that is based in Doha, Qatar, and owned by James and Michael has been in operation for the last one year. Since its inception, the restaurant has been effective as it has made profits and managed to effectively position itself as the ideal restaurant located in Doha where customers can be able to enjoy meals that are 100% authentic since the meals are prepared using ingredients that are organic. Even though there are other few restaurants in Doha that also serve organic meals, Ribanese Organic Restaurant has managed to outperform other organic restaurants that are based in Doha since the service offering of Ribanese Organic Restaurant is of superior quality in various aspects. For example, according to the research that was carried out by Doha Hoteliers Association, which is an association of all hotel and restaurant owners in Doha, Ribanese Organic Restaurant was found to be the only organic restaurant that serves 100% organic meals. Moreover, during the 12 months that Ribanese Organic Restaurant has been in operation, the restaurant has won over five awards and accolades. Some of the awards include best customer service award, best fresh meal award, best price award, best organic meal award and best brand organic restaurant brand. The impressive performance of the restaurant has also been reflected by the financial performance of the restaurant since the restaurant made a net profit of \$250,000 in year one.

Due to the impressive performance of Ribanese Organic Restaurant in the Qatar market and particularly in the city of Doha, the two partners (James and Michael) have resolved that the time is right for them to expand the restaurant by opening a new branch in the city of Vancouver, Canada. In that perspective, this marketing plan details how the partners should undertake the expansion to Canada in order to ensure that the unprecedented success that Ribanese Organic Restaurant has witnessed in Qatar will also be replicated in Canada.

Moreover, it can also be noted that this marketing plan is categorized into various categories that feature situational analysis where the internal and external environment are analyzed, competitive and industrial analysis where the restaurant industry that Ribanese Organic Restaurant operates in is analyzed, market analysis, cultural considerations, targeting strategies, positioning strategies and the marketing mix strategies.

Situational Analysis

A situational analysis as explained by Jobber (2009) entails a methodical analysis of the internal and external environment of a given organisation in order to establish the various factors that might affect the operations of the organisation and find out strategies that can be adopted in order to ensure that the organization is effective. In that light, the situational analysis of the Ribanese Organic Restaurant entails the analysis of the internal and the external environment.

Internal environment

Internal environment comprises of the events, factors and conditions that are present within an organisation and affects the operations of the organisation (Kotler, 2011). In perspective of Ribanese Organic Restaurant, it is important to analyze the strengths and weakness of the organization since they would help establish the impact that the internal environment will have on the operations of the new restaurant in Vancouver, Canada.

Strengths

Strengths as explained by Blythe (2009) constitutes of the various aspects of an organization that gives the organization a competitive advantage over other competitors. In that perspective, the following can be said to be the strengths of Ribanese Organic Restaurant;

- a) **Conversant with the concept of organic menus:** The fact that Ribanese Organic Restaurant only offers meals that are 100% organic implies that the organization will have a competitive advantage over other restaurants in Vancouver since currently; there are no restaurants that claim to be offering organic meals in Vancouver
- b) **Strong financial position:** As already highlighted, Ribanese Organic Restaurant made a net profit of \$250,000 in year one implying that the restaurant will have enough capital to launch the new restaurant in Vancouver
- c) **Management experience:** The fact that the two partners have been effective in Doha for a period of 12 months implies that the experience of the two managers will be vital in the success of the new restaurant in Vancouver.
- d) **Strong brand:** Even though the Ribanese Organic Restaurant brand name is not popular in Vancouver, the fact that the restaurant won over five awards and accolades in its first year of operations implies that the organization has a strong brand name that will be vital in success of the restaurant in Canada.

Weaknesses

Weaknesses as noted by Blythe (2009) constitutes of the various aspects that place an organisation at a disadvantaged position relative to other competitors. In perspective of Ribanese Organic Restaurant, the following can be said to be the weaknesses;

- a) **Limited knowledge of the market:** Ribanese Organic Restaurant has only been in operation in Qatar and has no prior experience in Canada implying that the restaurant has a limited knowledge of the market that means that the restaurant might not have clear understanding of the customers' needs and preferences.

- b) **Lack of prior experience in Canadian market:** The fact that Ribanese Organic Restaurant will be establishing a new restaurant in Canada implies that the restaurant will be operating in an environment that has a different culture and might thus require different management practices to be adopted in Canada
- c) **Targeting health conscious customers:** The fact that Ribanese Organic Restaurant will only be targeting customers who are health conscious can be said to be a weakness since that implies that the restaurant will have a limited number of customers to target

External Environment

Internal environment comprises of the events, factors and conditions that are present outside an organisation and affects the operations of the organisation (Kotler, 2011). In analyzing the external environment, the demographics, economical, social and the political trends have been considered in order to establish the threats that might be faced in the market as well as the opportunities that might be exploited.

Opportunities

Opportunities are aspects that are present in the market place and an organisation could exploit to its advantage (Blythe, 2009). In that regard, the following are the opportunities that Ribanese Organic Restaurant could exploit in Vancouver;

- a) **Few dedicated organic food restaurant:** The fact that preliminary research has indicated that there is about 5 dedicated organic food restaurant in Vancouver implies that it is high time Ribanese Organic Restaurant establishes presence in Vancouver since the competition is not quite intense.
- b) **Increasing number of people who are health conscious:** As is the case in various countries, it has also been established that the number of people who are now concerned on what they eat in Canada is on the increase. In that perspective, it can thus be said that there is a good opportunity for the service offering of Ribanese Organic Restaurant to appeal to a lot of people since the meals offered are 100% organic and healthy
- c) **Expansion:** Once the restaurant has been established in Vancouver and proved to be successful, Ribanese Organic Restaurant can then embark on expanding to other cities in Canada
- d) **Government endorsement:** Since Ribanese Organic Restaurant will only be serving organic meals, it is expected that the government as well as other health activist will willingly endorse Ribanese Organic Restaurant thus helping create awareness of Ribanese Organic Restaurant presence in the market.

Threats

According to Blythe (2009), threats are aspects in the sector that a business operates in and threatens the effectiveness of the business in the sector. In that perspective, the following are the threats that Ribanese Organic Restaurant might encounter in Vancouver;

- a) **Competition from existing restaurants:** Even though there is few restaurant that offers 100% organic meals in Vancouver, it can be noted that once Ribanese Organic Restaurant is incepted in Vancouver, the restaurant will still face competition from other existing restaurants
- b) **Copycats:** As is the case with other sectors, it is expected that once the concept of offering meals that are 100% organic has proved successful for Ribanese Organic Restaurant, other restaurants will imitate the concept and offer the same offering as Ribanese Organic Restaurant.
- c) **Lack of suppliers:** The success of Ribanese Organic Restaurant is dependent on establishing relationship with suppliers who will be able to supply 100% organic ingredients throughout the year. In that perspective, in the event the suppliers contracted will not be able to supply the organic ingredients, the restaurant will struggle to operate.
- d) **Declining economy:** In the unfortunate event that the economy of Canada will be decline once the restaurant has been established, then it is highly likely that the demand for services offered by Ribanese Organic Restaurant will reduce, as customers will find it hard to afford to eat in restaurants thus ending up preparing meals at home.

The table below sums up the situational analysis by highlighting the major strengths and weaknesses of Ribanese Organic Restaurant as well as the opportunities that is there for Ribanese Organic Restaurant to exploit and the threats that might be faced in the market.

<p>Strengths</p> <ul style="list-style-type: none"> • Good knowledge of the organic food concept • Strong financial position • Experienced management • Strong brand in Doha 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited knowledge of Vancouver market • Lack of past experience in Vancouver • Only targets health conscious customers
<p>Opportunities</p> <ul style="list-style-type: none"> • Few dedicated organic food restaurant in Vancouver • Increasing number of people who are health conscious • Opportunity to expand to other cities in Canada • Opportunity to get government endorsement 	<p>Threats</p> <ul style="list-style-type: none"> • Competition from existing competitors • Likelihood to be imitated • Luck of suppliers • Declining economy

Table 1: SWOT analysis of Ribanese Organic Restaurant

Competitive and Industry analysis

The competitive and the industry analysis as explained by Bensoussan and Fleisher (2008) is an analysis approach that mainly entails seeking answer to the following questions: a) what are the boundaries of the industry, b) what is the structure of the industry, c) who are the competitors and d) what are the major determinants of competition. To undertake competitive and industry analysis of Ribanese Organic Restaurant, the competitors will first be analyzed followed by Porter's five forces analysis.

Competitor analysis

According to Baines, Fill and Page (2011), a competitor is a person or an organization that offers similar products or services to the ones that are offered by another organization or offers products and services that can also meet the needs and wants that are met by the product offered by the other organization. Nevertheless, the approach that has been used by Brown and Hayes (2008) to categorize the competitors into primary and secondary competitors will be used to analyze the competitors of Ribanese Organic Restaurant.

Primary competitors

A primary competitor as explained by Brown and Hayes (2008) is a competitor that offers products and services that are nearly identical. In perspective of Ribanese Organic Restaurant, as was already highlighted, few restaurants offer 100% organic meals similar to what Ribanese Organic Restaurant will be offering in Vancouver. In that regard, the following firms are considered to comprise of the primary competitors of Ribanese Organic Restaurant;

- a) **Bishop restaurant:** Bishop Restaurant will be a primary competitor to Ribanese Organic Restaurant since the restaurant has the same service offering with what Ribanese Organic Restaurant will be offering (Bishop Restaurant, 2008). The fact that the restaurant has been in the business for the last five years implies that the management has a better understanding of the market. Nevertheless, it can be noted that that Ribanese Organic Restaurant will be able to compete with Bishop Restaurant since the menu of Bishop Restaurant is limited while Ribanese Organic Restaurant menu will comprises of various options.
- b) **Sweet Cherubin restaurant:** Sweet Cherubin is the leading organic restaurant in Vancouver. The restaurant has been in operation since 1980 and is owned and managed by Kulwant Bugga and family (Sweet Cherubin, 2012). The main strengths of the restaurant is that is has many loyal customers who have been frequenting the restaurant for a long time. Nevertheless, it can be noted that Ribanese Organic Restaurant will be able to compete with the restaurant since the while the menus offered by Sweet Cherubin Restaurant are outdated, Ribanese Organic Restaurant will offer modern and innovative menus that will be regularly changed.

- c) **Freshii:** Freshii was opened in 2005 and has location in various cities in Canada. Even though Freshii does not claim to offer 100% organic meals, it can be noted that Freshii will be a direct competitor of Ribanese Organic Restaurant since the restaurant claims to prepare its meals fresh farm products that are delivered to the restaurant every day (Freshii, 2012). In that perspective, it can be said that Freshii will be a direct competitor of Ribanese Organic Restaurant since the two restaurants will be targeting the same kind of customers.

Secondary competitors

A secondary competitor as explained by Brown and Hayes (2008) is a competitor that offers a substitute product or service. In that perspective, it can thus be noted that Ribanese Organic Restaurant will be required to compete with many secondary competitors that are based in Vancouver. The following are some of the secondary competitors that Ribanese Organic Restaurant will compete with:

- a) **Fine dining restaurants:** Ribanese Organic Restaurant will indirectly compete with fine dining restaurants since they also offer restaurant services with the only difference being that they don't offer meals that can be said to be organic. Some of the fine dining restaurants that Ribanese Organic Restaurant will compete with includes Heron's West Coast Kitchen, Gorilla food, Crave Restaurant and Le Crocodile Restaurant.
- b) **Pizza Take away and Fast food restaurants:** Numerous take away as well as fast food restaurants such as McDonalds that are located within the city of Vancouver will also be secondary competitors of Ribanese Organic Restaurant. Apart from McDonalds and Kentucky Fried Chicken, Ribanese Organic Restaurant will also compete with Rocky Mountain Flatbread Co, Indigo Food Café, Rebellious Tomato Pizza, Cioppino's Mediterranean Grill and various cafeterias as well as supermarkets that sell readymade meals.

As can be seen in table two, the various restaurants adopt various marketing mix strategies in order to ensure that their products and service offerings appeal to the customers that they target.

Competitor	Price Strategy	Place Strategy	Product Strategy	Promotion strategy
Bishop Restaurant	Premium pricing as the prices charged are high while compared to the prices that are charged by other restaurants	The restaurant is located in a prime location and is easily accessible from different part of the city	The meals offered are prepared from organic ingredients	To create awareness of the services offered, restaurant relies on word of mouth from satisfied customers as well as the brochures
Sweet Cherubin Restaurant	The prices charged are affordable	Located in the center of Vancouver city	All the products and meals that are offered are organic	The organisation depends on word of mouth from loyal customers
Freshii	Premium pricing strategy as prices charged are expensive while compared to the prices charged by other restaurants	Has location in various cities in Canada that comprises Vancouver among others	The service offering focuses on freshness of the ingredients used	<ul style="list-style-type: none"> • Social media platforms • Website • Adverts on local radio station
Fine dining restaurants	The restaurants adopt different pricing strategies as some of them that targets high end customers adopt premium pricing while the ones that target low end customers adopt low pricing strategies	The restaurants are located in various parts of the city. Moreover, some restaurants offer home delivery services	The products offered are specified according to clients needs. For example, Italian restaurants are targeted towards customers who prefer Italian food	<ul style="list-style-type: none"> • Social media platforms • Local newspaper adverts • Billboards • Website • Adverts on local radio station

Table 2: Comparison of the marketing mix strategies that are adopted by primary and secondary competitors of Ribanese Organic Restaurant

Michael Porter five forces analysis

Kotler and Keller (2011) discusses Porter's five forces analysis as an analysis framework that offers a strategist the opportunity to analyze the competitive forces that shape the sector and help establish the strengths and weakness of the industry. The five forces comprises of threat of new entrants, bargaining power of suppliers, bargaining power of buyers, competitor rivalry and threat of substitute products.

Threat of new entrants

According to Kotler and Keller (2011), the threat of new entrants in any given sector is mainly determined by how easy it is for the entrant to establish presence in the new market. Moreover, according to Kotler and Keller (2011), the easier it is for a new entrant to establish presence in any sector, the higher the threat of new entrants. In that perspective, it can be said that the threat that will be posed by the new entrants in the Canadian restaurant industry is high since it is easy for new entrants to establish presence in the sector. Moreover, it can also be noted that it is easy for new entrants to comply with the industry regulations that enforces the claims that the threats of new entrants to the industry is high.

Competitor rivalry

The number of competitors in any given sector determines the nature of competitor rivalry. In particular, in situations where there are many competitors in a given market, the competitor rivalry is said to be high while on the other hand, few competitors in a given environment implies that the completion is low (Kotler and Keller, 2011). In that perspective, it can thus be noted that the competitor rivalry in the restaurant industry is high since as was already discussed, there are many competitors in the sector.

Bargaining power of buyers

A buyer can be described as an individual and in some cases an entity that purchases the products that are been sold by a specific organization in the market place. For example, in case of Ribanese Organic Restaurant, buyers comprises of the individuals who will be purchasing the various meals that will be offered at the restaurant. Since Kotler and Keller (2011) noted that buyers have high bargaining power in situations where they buy products in large volumes and are few in numbers, it can be noted that the bargaining power of buyers is low since the buyers who will be served by Ribanese Organic Restaurant will only purchase the products in individual basis.

Threat of substitute products

Substitute products can be described as products that are different to the products that they are compared with but can also meet the needs that are met by the product that they are different with. For example, in case of Ribanese Organic Restaurant, substitute products can be said to comprise of the fast

food restaurants, coffee shops and the retail stores that sells readymade meals. According to Kotler and Keller (2011), the threat of substitute products is usually high in situations where the substitute products are readily available. In that perspective, it can be noted that the threat of substitute products to Ribanese Organic Restaurant is high as customer of Ribanese Organic Restaurant can easily access the substitute products.

Bargaining power of suppliers

Suppliers comprises of the various individuals or entities that supply an organisation with raw materials that are then processed by the organisation and used in production of the products sold by the company. According to Kotler and Keller (2011), suppliers have high bargaining power in situations where they are few in numbers. In that perspective, it can be noted that the bargaining power of suppliers in the restaurant sector is low since there are many suppliers who supply various products to the organizations operating in the sector.

Industry life-Cycle analysis

Industry life-cycle analysis as discussed by Abraham (2006), is a method for analyzing industries based on the notion that industries undergoes various life cycle phases that includes introduction, growth, maturity and decline. In perspective of the Canadian restaurant sector that Ribanese Organic Restaurant will be operating, it can be mentioned that the industry is at the maturity stage since according to Abraham (2006) some of the common characteristics of an industry that is on the maturity stage includes increased sales that are close to their highest level, slow growth rates and increased competition to increased number of new entrants.

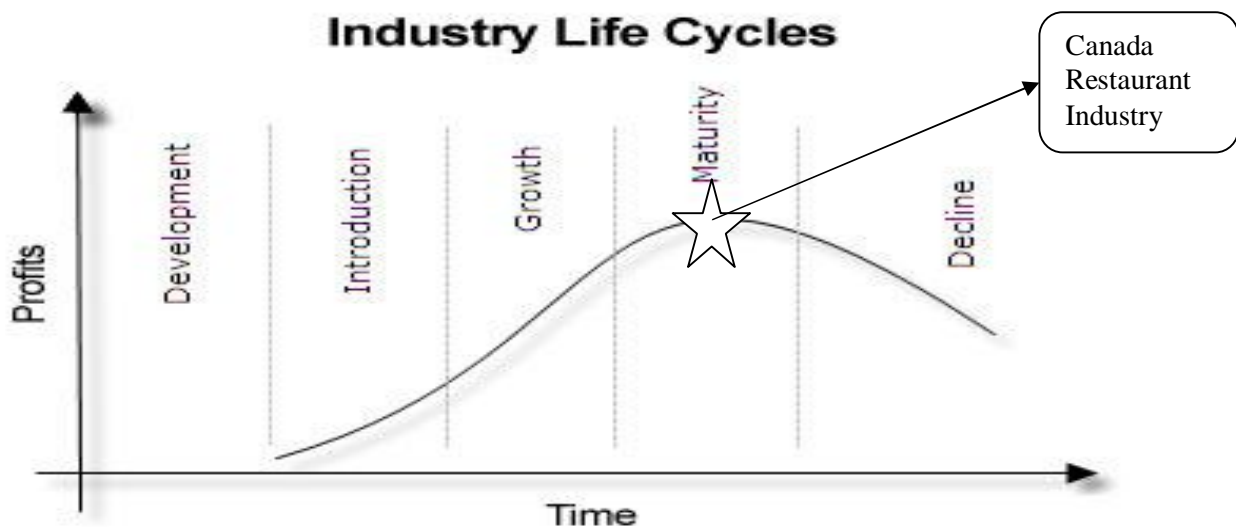


Figure 1: Canadian restaurant industry life cycle analysis

Market Analysis

As already highlighted, the second Ribanese Organic Restaurant will be located in Vancouver, Canada. In particular, it is suggested that the restaurant is located in Vancouver City center since there are many people who visit the city on a regular basis and are will be the target market for the restaurant. The table below presents Ribanese Organic Restaurant segmentation variables.

Variables	Aspects
Demographics	<ul style="list-style-type: none"> • Over 578,00 people residing in Vancouver • Tourists visiting Vancouver spend an average of \$117 per day (Vancouver Economic Commission, 2012)
Geographic	<ul style="list-style-type: none"> • To be located in the City of Vancouver that is regularly frequent by various people for various reasons that among others includes shopping as well as administration purposes (Vancouver Economic Commission, 2012)
Behavioral	<ul style="list-style-type: none"> • Customers to be served will be health conscious customers who are seeking to enjoy meals that are prepared using 100% organic ingredients • Customers to be service will include first time customers and repeat customers
Psychographic	<ul style="list-style-type: none"> • Customers who are keen on their health

Table 3: Ribanese Organic Restaurant segmentation variables

Cultural considerations

According to Brown and Hayes (2008), any organization that has operations in more than one country needs to have a clear understanding of differences between the cultures of the various markets since many organisation have been unsuccessful in the past due to the fact that they have overlooked cultural aspects. In that perspective, it will thus be important that the two partners will have a clear understanding of the difference between the two cultures.

One of the ideal approaches that can be used in order to establish the difference between the Qatar culture and Canada culture can be by using Hofstede's five dimensions. In particular, the fact that Hofstede's cultural dimension theory can actually measure and quantify the various dimensions of the culture imply that the organisation can be able to compare the culture of Canada and Qatar in order to establish some of the aspects the organisation will be required to change for it to be effective in Canada. In particular, as can be seen in figure 2, the only cultural dimension that Qatar and Canada have the same scoring is Masculinity (MAS), vs. femininity as the two countries have 52 points.

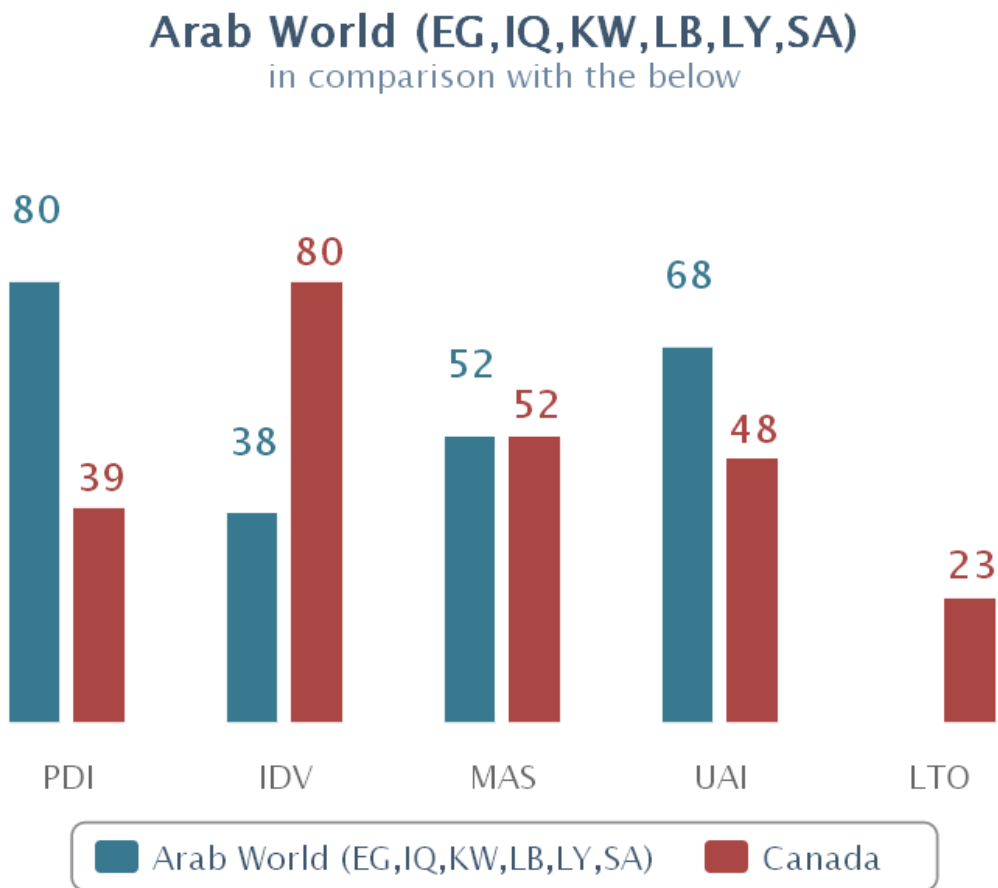


Figure 2: Comparison of Canada and Qatar five dimensions of culture

- a) **Power distance index (PDI):** According to Hofstede (2013), the PDI shows the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally. In perspective of Qatar and Canada, as shown in figure 2, Canada has a low PDI index that can be said to indicate that Canada is more democratic than Qatar. In that perspective , it will thus be important that the management of Ribanese Organic Restaurant ensure that the management of the restaurant ensures that power is distributed equally which will not be as the two managers have experienced in Qatar.
- b) **Individualism (IDV) vs. collectivism:** Individualism as explained by Hofstede (2013) entails the extent to which individuals are integrated into groups. As can be seen in figure 2, Canada has a high individualism than Qatar implying that the restaurant will have to aim at achieving the needs of customers on an individual basis, which might not be the case in Qatar since Qatar is more collective.

- c) **Masculinity (MAS), vs. femininity:** As can be seen in figure 2, Canada has the same ranking with Qatar as far as masculinity is concerned. In that perspective, it can be noted that the management can use the same human resource policy that is used in Qatar.
- d) **Uncertainty avoidance (UAI):** The UAI index shows the extent to which members of a society attempt to handle anxiety by reducing the uncertainty. As depicted in figure 2, Qatar has a higher UAI index than Canada implying that the management of Ribanese Organic Restaurant will be required to understand that Canadians prefer flexible environments that can be able to promptly react to any changes that takes place.

Targeting

Targeting as discussed by Lamb, Hair and McDaniel (2010) entails an organization selecting the potential customers that it intends to sell its products and services. On the other hand, Kotler (2011) discussed the targeting strategy to involve segmentation of the market, establishing of the appropriate segments, and establishing the products that will be offered to each segment.

In perspective of the Ribanese Organic Restaurant, the restaurant will mainly focus on three target groups:

Individuals

The individuals who will be targeted by Ribanese Organic Restaurant will comprise of the residents who frequently visit the City of Vancouver and tend to dine on their own. In particular, the individuals are mostly single or are busy hence the reason why they tend to dine by themselves.

Families

Ribanese Organic Restaurant will target families that are looking for a restaurant in Vancouver city center where they can be able to enjoy an organic meal with their loved ones. Nevertheless, it is important to note that this group of customer will be mainly service during the weekends and public holidays since it is impossible for families to be together during working days as various people of the families are occupied with their daily routines.

Take away

The take away customer group will comprise of customers who prefer to have meals delivered to their homes or places of work. In that perspective, in order for Ribanese Organic Restaurant to serve the take away customer segment, the restaurant will make arrangements to ensure that customers can place orders online and also pay for the orders online.

The target market of Ribanese Organic Restaurant will thus comprise of individuals aged between 20 to 60 years who also happen to make up most of the population of Vancouver. Nevertheless, it can be noted that age will not be the main aspect of the target market since all the target customers will be health conscious are particularly keen in taking healthy meals that are prepared using organic ingredients. Even though there are few organic restaurants in the City of Vancouver, it can be noted that the restaurants have over the years recorded increase in sales revenue because the number of people who are interested in taking healthy meals is on increase.

In perspective of various demographic factors, it can thus be stated that Ribanese Organic Restaurant primary target market will comprise of:

- a) Individuals who reside in the City of Vancouver and are health conscious
- b) Shoppers shopping at the City of Vancouver and are health conscious
- c) Families residing in City of Vancouver and are health conscious

Positioning

Positioning as discussed by Jobber (2009) is a marketing strategy whose objective is to ensure that a brand or a specific organisation product or service offering occupies a unique positioning in the mind of customer relative to the competing brands. According to Baines, Fill and Page (2011), companies mostly implement positioning strategy by differentiating the product or service offering to what is offered by other competitors or by creating the impression that the service or product offered is of superior quality by advertising on various platforms.

In perspective of Ribanese Organic Restaurant, it will be important that an innovative positioning strategy is implemented so that the success of the business is guaranteed. Thus, Ribanese Organic Restaurant will position itself as an affordable upscale organic restaurant. Ribanese Organic Restaurant customers whose need is a healthy organic meal will appreciate the value and unique offerings of Ribanese Organic Restaurant. The restaurant's competitive positioning will ensure that the restaurant will have the following competitive advantages;

- a) **Products:** products that will be offered will be made from fresh 100% organic ingredients. Moreover, the products will also be presented in a manner that is aesthetically pleasing and different with what is offered by other competitors in the market.
- b) **Service:** In order to ensure that customers will be satisfied with the services that will be offered, it will be important that the customer service offered will be of high quality. In that perspective all the employees will be trained on customer service and will be required to do anything possible in order to ensure that the customers will be satisfied with the services that will be offered by Ribanese Organic Restaurant.

The positioning statement of Ribanese Organic Restaurant will thus be: 'For all health enthusiasts, Ribanese Organic Restaurant is the ultimate restaurant in Vancouver that offer 100% organic meals that are healthy'. It can thus be said that by Ribanese Organic Restaurant offering a much better product that is coupled with high customer service, the restaurant will be able to succeed irrespective of the existing competition.

Marketing mix: product

A product is the physical object that a customer owns after paying a specified amount of money by the seller. In perspective of Ribanese Organic Restaurant, the business will be offering a service with customers expected to pay for the services that they will receive. Nevertheless, as noted by Kotler and Keller (2011), in order for customers to buy a certain product or service that is available in the market place, the customers have to be convinced that the product will meet their needs and wants. The service offering will mainly depend on the organic aspect that is expected to appeal to many customers since as was already established, majority of people are now keen on eating healthy meals. Moreover, it is also expected that Ribanese Organic Restaurant service offering will appeal to the customer because:

- a) **More options:** Unlike the other organic restaurants that are already in operation in the City of Vancouver, Ribanese Organic Restaurant menu will comprise of variety of meals thus giving customers a wider variety to choose from. In particular, while the other primary competitors have been found to have an average of 20 meals, Ribanese Organic Restaurant will have over 50 meal choices that customers will be able to choose from.
- b) **Take away services:** The fact that Ribanese Organic Restaurant will be offering take away services will ensure that the service offering stands out from what is offered by other primary competitors since they do not currently offer take away services.
- c) **Flexible opening hours:** While the existing primary competitors are open from 12:00 Hrs to 22 Hrs, Ribanese Organic Restaurant will be open from 10:00 hrs to 23:00 hrs. It is expected that the flexible opening hours will appeal to customers since it implies that they will be able to have enough time at the restaurant.
- d) **High quality services:** Another aspect of the service offering by Ribanese Organic Restaurant that will differentiate the restaurant from other competitors is the fact that customers will be offered high quality services that cannot be rivaled. In particular, all the employees will be trained in customer services and will be required to go at any length in order to ensure that all the customers who visit the restaurant leave the restaurant as happy customers.

Marketing Mix: Place

According to Kotler and Keller (2011), it is important that an organization ensures potential customers have ease of access of the product or services offered since in situations where customers cannot easily access the products or services offered, the customers are likely to buy the products or services from other providers that are accessible easily. In that perspective, it is expected that Ribanese Organic Restaurant target customers will be able to easily access the restaurant as it will be located within the high street in Vancouver and can be easily spotted by any customer. Moreover, for customers who do not wish to visit the restaurant, Ribanese Organic Restaurant service offering will entail take away services where customers will be able to place their orders online or through the telephone and have the meals delivered to their homes or offices.

Even though it can be argued that Ribanese Organic Restaurant would be effective by only offering the services at the restaurant, it can be noted that the take away service offering will help ensure that the services offered by Ribanese Organic Restaurant will be accessible to a lot of customers since the take away service implies that customers who have no time to visit the restaurant will be able to easily access the services that will be offered by Ribanese Organic Restaurant.

Marketing mix: Price

Price is the specified amount of money that customers are expected to pay in receipt of services or goods that are offered by a specific organization (Kotler, 2011). According to Kotler (2011), organizations have to be very careful when setting prices for the goods and services that they offer in the market place since customers will only buy products and services that they believe offers them good value for their money.

In that perspective, it can be noted that Ribanese Organic Restaurant will adopt a competitive pricing strategy. The reason why Ribanese Organic Restaurant will adopt a competitive pricing strategy is due to the fact that as was already established, the Canadian restaurant sector is at the maturity stage implying that there are many competitors. Moreover, even though it can be said that Ribanese Organic Restaurant will be offering organic meals, the fact that the threat of substitute products is very high as was already established implies that Ribanese Organic Restaurant has to adopt a competitive pricing strategy in order to ensure that customers have the prices that are charged are ideal.

Therefore, when setting up the price, Ribanese Organic Restaurant will consider the prices that are charged by both primary and secondary competitors and set prices that are 3% cheaper in order to ensure that the prices charged position the company as the ideal company in the sector. Nevertheless, it is important to note that the prices will be regularly reviewed according to the fluctuations of the operation costs.

Marketing mix: Promotion

Promotion as discussed by Jobber (2009) entails the advancement of product or service through publicity or advertising. Moreover, Jobber (2009) noted that it is very important for organizations to implement various promotion strategies since promotion helps create awareness about an organization's product or service offering. In that perspective, it can be noted that it will be important for Ribanese Organic Restaurant to implement promotion strategies as the strategies will help ensure that the target customers are aware of Ribanese Organic Restaurant service offering in the market. The following is the communication plan that will be implemented by Ribanese Organic Restaurant in order to ensure that awareness about service offering is created.

- a) **Local FM radio adverts:** Three weeks before the restaurant is launched, the restaurant will be advertised through the local fm radio stations. The radio advert will be short and precise and will mainly communicate to the target audience the presence of a new restaurant that offers 100% organic meals.
- b) **Print media adverts:** Once the restaurant has been opened, various advertisements will be placed on local magazines. The local magazines that will be used will basically be magazines that are commonly read by the target market.
- c) **Flyers:** After the restaurant has been opened, flyers and brochure containing information about the restaurant will be handed out to the public at various shopping malls.
- d) **Social media:** Ribanese Organic Restaurant will open a Facebook fan page as well as a Twitter account that will be used by the company to regularly interact with the customers who use the two social media platforms.
- e) **Billboard:** Ribanese Organic Restaurant will advertise its service offering through billboards for a period of three months. The billboards where Ribanese Organic Restaurant will be featured are located on the main road that leads to the City of Vancouver as that will help ensure that majority of people going to the city become aware of the existence of the company.

Conclusions

In this marketing plan, it has been outlined, the strategies that Ribanese Organic Restaurant should implement in when expanding to Canada in order to ensure that it is effective. From the marketing plan, it is evident that the two partners needs to understand that there is a huge difference between Qatar and Canada implying that the organization has to implement strategies that are different with the strategies implemented in Qatar in order for the organization to be effective. Moreover, the fact that Qatar and Canada have different cultures implies that the organization will be required to customize its product and service offering in order to ensure that the tastes and preferences of the Canadian customers are met.

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