

Marketing Management (LCMB7001)

Essay (Assessment 1) Christos Greek Cypriot Restaurant

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Introduction

Marketing is the act or business of advertising and selling products or services to meet its organisation mission and vision (AMA, 2017).

The assignment is based on 'Christos Greek Cypriot Restaurant', where I have used various marketing models to explain marketing strategy of the restaurant, concluding with my recommendation.

Company Background

The Midlands Greek and Cypriot Association serving the community since 1974. It was founded after the Turkish invasion of Cyprus in 1974, it now coordinates the activities of the 300,000 UK Cypriot community (Midlands Greek and Cypriot Association,2013).

In 1980 the communities became a friendly society granting them the legal right to own land and property in the name of their trustees amongst other benefits.

The Magnet Centre- Erdington, remained in the hands of GEC, (General Electric Company) for many years until May 1984, it was sold to the Greek Cypriot Association to be used as a community centre (Midlands Greek and Cypriot Association,2013).

The Magnet Centre is now fully owned by the association. The community had limited liability in 2006 as it become an industrial and Provident Society by the FSA.

In 2008 the Midlands Greek and Cypriot Association gained exempt charitable status from HMRC allowing them to claim gift aid (Midlands Greek and Cypriot Association,2013).

The Greek-Cypriot Association continues to operate as a community centre with educational classes, games, recreational facilities, and restaurants (Midlands Greek and Cypriot Association,2013).

Christos Greek Cypriot Restaurant is operated by Chris and his family serving a traditional Cypriot kitchen. Chris has been a chef, manager, and musician for 15 years. The Restaurant has over 100 seats serving traditional Greek Cypriot specialties (Midlands Greek and Cypriot Association,2013).

It has a Café, serving freshly made Greek savouries and hot drinks. The Restaurant also, has a Banqueting Suite that can accommodate events for 270 people. The association modernized his banquet hall, is available for hire to the public (Midlands Greek and Cypriot Association,2013).

Task 1- The concept and importance of marketing

Importance of Marketing

The importance of marketing in business is to draw the customer's attention to your product or service, increase their engagement, and help them make purchasing decisions (Kotler,1972).

Marketing Concept & Production Concept by Layton (2001), Kotler and Armstrong, (2008) Schiffman and Kanuk (2009) assumption, that consumers prefer products that are available and very affordable. Christos Greek Cypriot restaurant, menu offers cheap Greek Food, great offers for two and reasonable priced Café. The reasonable price attracts the Greek community to go and dine in at the restaurant and meet the locals (Kotler,1972).

Product Concept by Kotler and Armstrong, (2008) philosophy carries a business thinking that the organisation has the knowledge and skills in making its product; and it knows best for the consumer. Therefore, assumed consumers prefer products based on quality, performance and innovative features as customers might not always know their needs when few products available to choose from. Therefore, a firm needs to produce quality products and create the need for these (Kotler,1972). The restaurant concept is to provide high quality Greek food however they have no service levels for delivery in place, restaurant opening days and hours are very limited, not meeting the needs of all potential customer flexibility to choose what day is suitable (Midlands Greek and Cypriot Association,2013).

Selling Concept by Comyns and Jones, (1927) Miller and Layton, (2001) Schiffman and Kanuk, (2009) assumption, sales are the company's goal, not customer satisfaction, therefore, companies must produce products to satisfy customer needs and profitably (Kotler,1972). The restaurant and café sell the food at a reasonable price however not met the needs to provide the overall experience when visiting the restaurant, as the furniture of the restaurant is outdated, boring and uncomfortable, not meeting the ambience of a relaxed environment. The restaurant is large room, fits the concept to selling entertainment (Midlands Greek and Cypriot Association,2013).

Societal Marketing Concept by Kanuk (2009), Kotler and Armstrong (2009) assumption the mission of an organization is to identify its needs, wants and interests (Kotler,1972).We reach our target markets and deliver desired satisfaction more effectively and efficiently than our competitors in a way that maintains or enhances the well-being of consumers and society (Kotler,1972). The restaurant has identified the interest of the local Greek community

with the facilities, restaurant and café offered but don't meet the needs with limited menu and limited restaurant opening hours (Midlands Greek and Cypriot Association,2013).

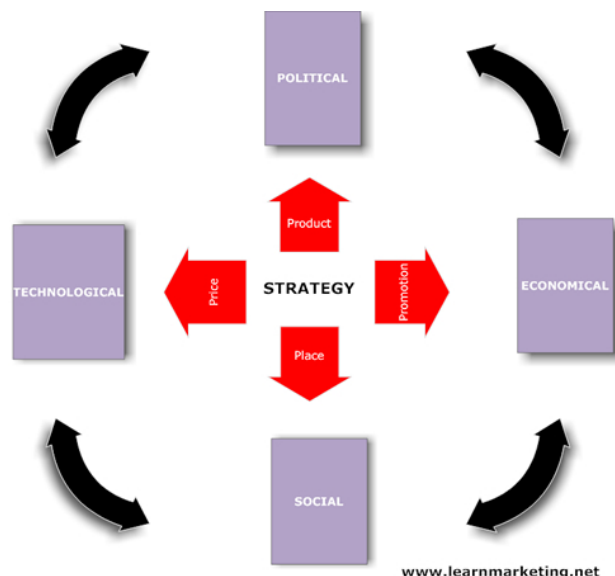
All concepts of marketing are important and acceptable business beliefs, however, all concepts capture relationship marketing, to meet customer needs and company profitability (Kotler,1972).

The Macro and Micro

Macro Environment – This contains the broader external and uncontrollable factors of an organisation that can influence the decision making of an organisation (Maquin & Hendri,2017). According to Kotler and Keller (2009) macro environment consist of: Economic, Political environment, Social-cultural, and Technological environment.

Christos Greek Cypriot Restaurant external factors that are uncontrollable would-be safety, guideline, tax reforms, consumers taste, income, and technology.

To understand the competitors marketing mix for macro environment, a PEST analysis is used to study the key external factors that influence an organisation (Maquin &Hendri,2017).



Micro Environment

According to Kotler dan Amstrong, (2009) this contains the internal factors of an organisation capabilities to serve the market such as those people who are directly involved and linked to the company.

Christo's Restaurant, internal environment factors which is controllable, for example, salaries, employees, financials, recipes, furniture.

Six components of micro - environment are: Company, Suppliers, Marketing Intermediaries, Competitors, General Public, and the Customers (Maquin & Hendri,2017). Michael Porter developed an analysis tool to evaluate a company micro- environment 'Porter's Five Forces' (figure 1). This tool analyses the impact each group has on a firm and competition that can affect a firm potential to be success in its industry (Yang et al, 2014).

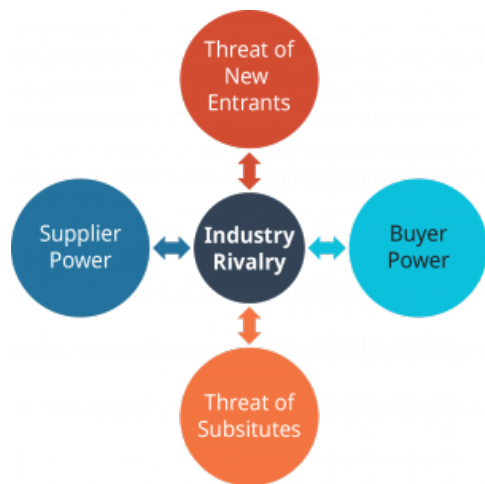


Figure 1: Porter's Five Forces Model of Industry Competition

PEST Analysis on Christos Greek Cypriot Restaurant

Political Factors

The Political factors place obligations and duties on an organisation, in this case for 'Christos', the restaurant has a legislation to pay all employees the minimum wage, pay tax and follow market regulations (Rastogi & Trivedi, 2016).

Christos operate under the government regime as communist, so the restaurant is owned by the community.

Christos practices include to follow the Food Safety Act 1990, making sure not to sell or process food for sale that can be harmful to health. The restaurant must follow the food hygiene law by having a process in place for all employees to adhere too. The local authorities can inspect the business at any point in the production and distribution process (Rastogi & Trivedi,2016).

The Restaurant voluntary code of practice is to adopt to tackle litter, this is for business of any size which produce litter through their operations or staff. This is to keep the environment clean and tidy (Rastogi & Trivedi, 2016).

Non-conformance with legislative can lead the company to sanctions such as fines. Ineffective voluntary codes and practices leads government to introducing new legislation to regulate the activities covered by the codes and practices (Rastogi & Trivedi, 2016).

Economic Factors

All businesses are affected by the national and global economic factors (Rastogi & Trivedi, 2016).

An economy undergoing recession will high unemployment, low spending power and low stakeholder confidence (Pelham, 1997). This will affect the restaurant staff as they could lose their job or have working hours reduced if the company is not performing profitability (Midlands Greek and Cypriot Association,2013).

Inflation rate will affect as the prices of the ingredients will go up therefore menu price would increase. As a result, people avoid ordering food from a restaurant due to increase of cost (Rastogi & Trivedi, 2016).

Sociological Factors

People are more health conscious, prefer organic, vegetarian food over greasy, meaty food. This social factor might affect the restaurant menu as they only specialise in Greek food (Pelham, 1997).

Organic and vegetarians' food lovers would want to see more dish options on the menu (Midlands Greek and Cypriot Association,2013).

Technological Factors

Rapid technology advancement can impact the restaurant to keep up to date with its competitors (Rastogi & Trivedi, 2016). Many small restaurants and take aways are on delivery platforms to take orders whereas, 'Christos', are still operating the old fashion way of walk in to dine or book by telephone. Other local restaurants in Erdington are on the delivery platforms with Uber eat, Just Eat, Deliveroo offering the flexibility to order from home and food will be delivered (Midlands Greek and Cypriot Association,2013).

Target Market

Mission: To be the best Greek restaurant for the community and Serve quality Greek food (Midlands Greek and Cypriot Association,2013).

Vision: All Ethnic groups to come to the centre and enjoy Greek food and learn about the Greek Culture. The Association to promote the harmonious co-existence of all Cypriots through the service provided by the restaurant (Midlands Greek and Cypriot Association,2013).

The target market for the restaurant is the Greek community, targeting age group 18 to 34 years old (Midlands Greek and Cypriot Association,2013).

I don't think the target market is effective, it should target all age groups well as the elderly who tend to have more time at hand, like mingling and getting involved with the community (Pelham, 1997).

This was decided by the Greek – Cypriot Association who look to continue to operate as a community to bring the Greek society together to continue activities to be recognised for its culture in the UK (Midlands Greek and Cypriot Association,2013).

The Association, having limited liability, being a Provident society by the FSA and being exempted from charity has made it possible for the Association to operate a Greek Cypriot Restaurant (Midlands Greek and Cypriot Association,2013).

The Restaurant is within the same building where other Greek activities are operated such as games and recreational facilities (Midlands Greek and Cypriot Association,2013). This is effective as this brings more customers, giving an advantage to the restaurant to be recognised.

Location of the building in a Greek dominated area of Birmingham. The restaurant is based in the Midlands Greek & Cypriot community centre (Midlands Greek and Cypriot Association,2013).

Traditional simple wooden furniture for table and chairs with theme colour (blue) has been used to capture the Greek community market to make them feel at home and relaxed (Appendix 1), (Midlands Greek and Cypriot Association,2013).

The menu has been specialised to Greek dishes only (Midlands Greek and Cypriot Association,2013). To capture its audience social media platforms used by the restaurant is

Facebook, Twitter, and Instagram in Greek Community. Facebook and Twitter are active however the Instagram page is not active and not much post uploaded to understand what they offer (Midlands Greek and Cypriot Association,2013).

Previously, old media methods that was used was mainly word of mouth, leaflet dropping for the community, email marketing and online website (Midlands Greek and Cypriot Association,2013).

The STP marketing model

According to Phillip Kotler Segmentation, Targeting, positioning (STP) Model, is the essence of strategic marketing (Kalam, 2020).



(Kalam, 2020)

Segmentation

Demographic- 18- 34 years old / all types of genders / Families, Youngster's/ Working Class

Geographic - Greek Community

Psychographic – Extroverts and open to explore.

Behavioural- Dine in and relax, Traditional Greek comfort food.

(Kalam, 2020)

Targeting

Relaxed ambience for comforting.

Families/ Couples to dine in and relax to enjoy food and entertainment.

(Kalam, 2020)

Positioning

Menu- Mainly Greek food

Service type: No delivery service

Ambiance of the restaurant: Free Wi Fi. Large sized room. Furniture is outdated and very simple. Plain wooden chairs with blue cushions and wooden round tables with blue covers. Décor is plain white walls with traditional blue carpet. (Appendix 1) , (Midlands Greek and Cypriot Association,2013).

Entertainment: Once a month on a Saturday night, host Greek nights with Live Greek Music, Entertainment, and live Bouzoukia with a traditional Meze (Midlands Greek and Cypriot Association,2013).

Price- Menu price is affordable, offers on different days of the week, Takeaway available, offers on event nights (Midlands Greek and Cypriot Association,2013).

Opening Hours: Monday & Wednesday 18:00 – Late, Tuesday & Thursday – Closed, Friday & Saturday – Check Christos’s Website for updated opening times.

Saturday – Live Bouzoukia with Meze once a month.

Sunday 13:00 – 18:00 - Booking is highly advisable.

(Midlands Greek and Cypriot Association,2013).

Different than other locality: The Restaurant offers entertainment which is different than other restaurants in the area and only specialises in Greek menu. Have other entrainment within the building such as games (Cards & Tavli/Backgammon) and 300” Projector showing Greek & Cypriot TV (Midlands Greek and Cypriot Association,2013).

Sport & Leisure: Kickboxing club, Football, Rugby & a Golf society and Library.

(Kalam, 2020)

Selection of Media.

The restaurant has its own website, the advantage of the website is that it is easy to navigate around the page. Colours used (blue and white) matches with the restaurant interior and furniture (Midlands Greek and Cypriot Association,2013). The website is regularly updated with new information, which is helpful than having to call the restaurant to query the information, this saves time. I believe through the website they are networking to get recognition, as it is linked with the Midlands Greek and Cypriot Association.

The website for ‘Christos Greek Cypriot Restaurant’ cannot not be searched through Goole engine, it only can be accessed through ‘The Midlands Greek and Cypriot Association’ website. The disadvantages of this, is that the restaurant only is getting recognition through the association, and not the wider audience. This is because the restaurant is part of the Midlands Greek and Cypriot Association (Midlands Greek and Cypriot Association,2013).

To capture its audience social media platforms used by the restaurant is Facebook, Twitter, and Instagram for the Greek Community. Facebook and Twitter are active however the Instagram page is not active, the Instagram platform has no photographs of the building or food, it has been inactive for some time. An inactive Instagram page, not updating the page regularly has a negative impact on the restaurant, it creates a negative image and appears as unprofessional. Therefore, Instagram platform users would not be attracted to visit the restaurant as there are minimal information to what they offer on Instagram. Facebook and Twitter platforms are powerful and is an effective tool for business to use. Families and youngsters go on these social platforms to interact with the locals which is an advantage to the restaurant to get more noticed in the local community. Other advantages of Facebook, people tend to leave honest feedback. Other advantage of Facebook, it is well known and trusted social platform where you can interact with other people to find out information about the restaurant (Kalam, 2020).

The restaurant uses Twitter for live updates for its music events, this is an effective communication to get the entertainment notice to attract more people to the restaurant.

The restaurant uses emails to communicate with guest for bookings and query's, this is an effective communication method for both the business and the customer.

The business can monitor its pre booking to control from being overly booked. Having an email method in place also allows customers questions to be answered, this shows is a professional operating restaurant.

This is effective, shows, it's a professional business who respond to emails actively, so, they can easily make a pre-booking without having to worry the restaurant will be full house. Able to email also gives the flexibility to email at any time to book or amend without having to telephone (Midlands Greek and Cypriot Association,2013).

Measuring Success - SWOT Analysis

Mission is being fulfilled because they can serve Greek to Greek people and serving Greek menu. Mission to be the best Greek restaurant for the community, however the restaurant is outdated due to the old furniture (Table and Chairs) in the restaurant. These days people like to go out and eat in a place where there is good interior and furniture so they can relax whilst they eat. They are not doing anything about the furniture's due to finance. They are a charitable organisation and work with donations. They have no service levels in place, without this they will not be able to meet the vision to be the best Greek restaurant. They need to train internal staff to welcome customer, build rapport and offer fast service (Elsevier,2019).

Vision to bring different ethnic groups to come to the centre and enjoy Greek food require the restaurant to use other social platforms, such as Tik Tok and update Instagram with regular post (Midlands Greek and Cypriot Association,2013).

Below using a SWOT analysis, I have analysed the effectiveness and ineffectiveness of the restaurant (Elsevier,2019):

Strengths

- Location: Erdington - Greek dominated area of Birmingham.
- Building – In the same building as the Greek – Cypriot Association. Large sized restaurant, over 100 seats.
- Social media: Facebook – Greek Community networking
- Traditional Greek Menu/ Value for money
- Entertainment nights at the Restaurant- Once a month on a Saturday night, host Greek nights with Live Greek Music, Entertainment, and a traditional Meze
- Café- serving freshly made Cypriot sandwiches, Koupes, Tahinopita, Loukanikopittes, Baklava, Greek Coffee (heated over sand) & Frappé.
- Clean bathrooms for guest (Appendix 2)
- Banqueting Suite accommodates for up to 270 people, newly modernised and available for hire to the public.
- Sports & Leisure within the same building (Kickboxing club, Football, Rugby & a Golf society, Library).
- Free Wi-Fi
- Regular local loyal customers

(Elsevier,2019)

Weaknesses

- Opening days and hours are limited, not open every day.
- Entertainment only once a month, on a Saturday night.
- Banqueting Suite don't allow to bring in own caterers.
- Menu variety limited, only Greek dishes.
- Not active on Instagram or google search engine.
- The restaurant furniture is outdated.
- Loyal Customers
- Offers/ reasonable priced menu.

(Elsevier,2019)

Opportunities

- Banqueting function room to allow to bring in own caterer, this would attract other ethnic backgrounds to hire the Hall for an event.
- Increase reviews on the website and social platforms (Facebook, Instagram).
- Introduce new menu with more variety to suit vegetarians, vegans.
- Renovate the restaurant with new Table and chairs to modern up inside of the restaurant.
- Open restaurant 6 days, giving flexibility to customers.
- Increase customer experience by offering a service level.
- Reach wider audience.
- Order online

(Elsevier,2019)

Threats

- Customers have less income.
- Bad ratings on review sites
- Rising food cost
- Competition from other Greek restaurants
- Economic downturn

(Elsevier,2019)

Implementation and Control

Management implications to the restaurant would be serving quality against the quantity amount served on a plate. This is to keep cost of the ingredients to a minimal and generate a profit for the business to survive. This can be achieved by training staff to serve small and consistent portions to all customers using measuring bowls (Suriadi et al, 2014).

Mission is to provide the best Greek food; therefore, management need to buy quality meats and fresh ingredients, this can be achieved by having a contract with the local butchers to sell meat at a lower price due to being regular so both can benefit in a sale margin (Midlands Greek and Cypriot Association,2013).

The menu price is very low with the current market inflation, the menu prices need to be increased and add more variety of dishes to suite vegetarians and vegans to attract a broader market. This is to control business is generating a profit (Suriadi et al, 2014).

To increase sale for the banqueting suite for events, management need to match the market to what other venues are offering, such as bringing in your own caterers and entertainment. For this the restaurant management need to get the correct licence to operate effectively. This will control avoiding any fines.

Task 2 – The Gap Model

Using the Gap Model, I will explain the managerial implication on the restaurant marketing strategy. I will discuss the three fundamental components of the gap analysis which are current state, desired state, and the gap (Suriadi et al, 2014).

Current state of the restaurant, there are no procedures as they have no service levels in place and not active on social media platforms such as, Instagram (Suriadi et al, 2014).

The opening hours in the restaurant are no consistent on Friday & Saturday as it's advised to check the website for opening hours, as hours vary and can change (Midlands Greek and Cypriot Association,2013).

Desired state, for the restaurant to be the best Greek restaurant for the community and serve quality Greek food. Have processes in place to provide excellent customer service and efficient in updating the website and social media (Suriadi et al, 2014).

Gap 1: Knowledge Gap, the restaurant management doesn't know exactly what customers expect, focusing on just bringing in the Greek community together would not be enough. The reason for the gap is, lack of management and customer interaction, insufficient market research, insufficient relationship focus and failure to listen to customer complaints (Suriadi et al, 2014).

I would recommend the management ask for feedback for every customer that visits the restaurant regards to the service received by handing out manual feedback sheets or if they can leave feedback through Facebook or Instagram. Management to monitor this daily and contact the customers who have left negative feedback to apologise or make it right for them, next time they visit. To research the market further, I would recommend the manager communicate its product on Tik Tok to get more feedback to understand customer's needs as this is currently a popular social media platform (Midlands Greek and Cypriot Association,2013).

Gap 2: The Delivery Gap, the restaurant is not delivering to the standards to the actual delivery of the service. This would be due to restaurant manager failure to supply to demand such as to keep a consistent opening hour on Friday and Saturday to meet customer demand (Suriadi et al, 2014).

I would recommend the restaurant to operate 6 days with 1 day closed, this compares with the rest of the restaurant in the area. The restaurant also to have fixed opening hours rather than to check its website on particular days to see opening hours, this is unprofessional, and customers would not be able to plan their evening not knowing the opening hours in advance (Midlands Greek and Cypriot Association,2013).

Gap 3: The Communication Gap, the restaurant management, promising to provide quality Greek food to what gets delivered. The reason for this would be management viewing external communications as separate to what's going on internally, for example, The Midlands Greek and Cypriot Association communicating separately to Christo's restaurant even though both share the same vision (Suriadi et al, 2014).

I would recommend the Midlands Greek and Cypriot Association have regular meetings with Chris the restaurant manager for feedback on the restaurant and work together to improve the overall service and experience at the restaurant (Suriadi et al, 2014), (Midlands Greek and Cypriot Association,2013).

Task 3- Proposal: 7 Ps Framework

Marketing mix established by Prof. James Culliton in 1948, expanded by Jerome McCarthy, incorporates Product, Price, Placement, and Promotion, theory has been expanded into the 7 Ps of marketing, which are: Product, Price, Promotion, Place, People, Packaging, and Process (Smith & Taylor,2014).

My proposal to the 'Christos Restaurant', to use 7 Ps of marketing to provide a framework to use in a marketing plan and key strategies to effectively reach their target market and overcome the Gap 1, 2 and 3 (Smith & Taylor,2014).

Product: Greek restaurant for the community. Serve quality Greek food, adding vegetarian dishes.

Price: Increase menu price with the inflation (Midlands Greek and Cypriot Association,2013).

Promotion: TV, Tik Tok, search engines, conducting surveys.

Place: Edington – Greek dominated area, Restaurant located inside the Midlands Greek & Cypriot community centre.

People: Person in the website developer/ business owner/ social media administrator/ Chef/Waiter's, entertainers (Midlands Greek and Cypriot Association,2013).

Packaging: Restaurant tables and chairs to be upgraded, currently outdated.

Process: Staff handouts to record duties completed, sign off training, once fully trained. Introduce promotion (Smith & Taylor,2014).

Manager to monitor inbox and process all queries and bookings within 2 hours.

Service level time from taking order to delivery should be 30 minutes and if delayed update the customer at the beginning giving them the choice if they want to wait.

Monitor all social platform and update regular post to engage with the community and customers (Smith & Taylor,2014).

Operate 6 days a week to compete with other Greek restaurants in the area. Have fixed opening times on set days (Midlands Greek and Cypriot Association,2013).

Conclusion

Christos restaurant marketing strategy is outdated and operated by Chris in an old-fashioned manner, for example they have no service levels, despite he has so many years of experience running a restaurant (Midlands Greek and Cypriot Association,2013).

Main issue, with the restaurant using the Gap Model, is that the restaurant is outdated, and marketing is updated regularly. Such as the Instagram page as not photographs uploaded of the restaurant, building or food. If an account is not used it should be closed to operate in a professional manner.

Using A SWOT analysis, I was able to establish the restaurant has many strengths to achieve its Mission and Vision. The weaknesses can be easily modified by shaping its marketing mix of the 7 Ps as to the proposal given (Smith & Taylor,2014).

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Appendix 1



Appendix 2



