

**UNIVERSIDAD ESAN**



Green Chicken L.L.C.

**In collaboration with:**



FLORIDA INTERNATIONAL UNIVERSITY

**Master of International Business**

**Florida International University – Miami, USA**

**Thesis presented in partial satisfaction of the requirements to obtain  
the degree of Maestro en Administración by:**

Concepción Cadillo, Diana Ivon

**Master Program at ESAN: International MBA**

**July 24th, 2019**

« Florida International University and Universidad ESAN do not express approval or disapproval concerning the opinions given in this paper which are the sole responsibility of the author. »

## 1. Executive summary

The Green Chicken L.L.C is a family owned or "Mom-and-pop" restaurant, which opened in Miami Dade County on November 8th, 2018. Green Chicken is a limited service restaurant operating with 2 General Managers and nine employees. The General Managers are married and together, run the restaurant. This family business is located on 737 SW 109th Ave Miami, FL, 33174, which is near FIU MMC campus. Based on the North American Industry Classification System, the category of GREEN CHICKEN is Limited-Service Eating Places: NAICS 7222 (Bls.gov, 2019).

The restaurant market target is the FIU's students due to its strategic position. The restaurant works under the model of a fast food restaurant to accommodate the fast pace of its market target lifestyle. The restaurant staff behind the food bar are ready waiting the customer's instructions to build their meals. Considering that its major customer group is college students who are interested in healthy food, they are willing to pay a little more for the food compared to fast food. Another customer group that the business keeps an eye on is people who prefer to eat healthy food and live in the nearby community.

The unique selling position of the company is fresh high-quality food at a fair price and the excellent customer centric approach. The restaurant has made sure to fit in the health food category, which means "Eat vegetables and fruits, whole grain foods and protein food, avoid highly processed foods and pick non-sugary drinks" (Health Canada, 2016). The restaurant products are made the freshest ingredients, such as wraps, salads, rice bowls, and smoothies. You can pick the special or build the food on your own. All the restaurant products are made by high-quality ingredients, and most of the foods are marked as fat-free,

gluten-free and fresh. The restaurant's main suppliers play a key role in the quality assurance. On the other hand, Green Chicken has five tables so their customers can choose between dine in or carry out. Also, lately the General Manager of the restaurant is working with delivery companies such as Grubhub, Seamless, Doordash, UberEats, Postmate, and AmazonFresh expecting a positive impact in the restaurant sales.

In our interview with Lianet Sado, Green Chicken's General Manager, the lack of a business plan was clearly a problem to address. Sado is a skilled entrepreneur who started the business without previous experience in the field but with a clear mission. Her mission is to position her restaurant in the mind of her target customers as an affordable healthy restaurant that provides the best quality fresh food in Miami Dade County. Since the opening of the restaurant, she has been working hard to accomplish her mission. In these two years of hard work, gains and lessons, Sado is convinced that her greatest strengths are the food quality offered and her strong team who has her back. Also, she is aware that she does not have direction. Her business is like a boat adrift in which she is doing her best to keep it afloat.

After analyzing the current situation of the company, we conclude that the restaurant has been managed without direction, clear objectives and goals, strategy or structure. This is the main problem of the company, which leads to other current problems. We'll describe the company problems that we'll address in the next section.

## 2. Research Design

As we stated the restaurant lacks of vision and direction. In order to avoid stagnation, each business should stand on a solid base made of a clear vision. This vision should be supported by a well-organized strategy of development. Any improvement should be based on a well-structured plan that will allow this business to grow.

The purpose of our research is to investigate the best strategies for healthy and constant development of Green Chicken L.L.C. During our first meeting with the General Manager, Lianet Sado, our team was able to collect basic information needed for further research.

First, we will look at Green Chicken's local competitors. It is important for us to understand how many restaurants are operating within a one to three-mile radius of off-campus student apartments. This is important for us because a one-mile radius is the comfortable walking distance for our potential clients. A three-mile radius will cover those people who can use a bicycle or scooter as their main transport. When it comes to car owners, we should always take into consideration that there is no parking space around the restaurant. By studying the competition, we will be able to develop and adjust a marketing strategy for Green Chicken restaurant. This research is important for client base maintenance and expansion.

Another important area of research will be related to market segmentation. Since FIU students are the main consumers of Green Chicken's products, we will collect data about FIU's student body and local population, which will allow us to do a proper market segmentation. We will get data from the FIU official database and

publications. Also, we will collect data about the local community in our analysis using the U.S. Department of Commerce's official website. We will consider the buildings, plazas, and business centers that might appear within the area into the target market analysis. During Summer breaks sales go down and Sado is aware of the importance of having an action plan for this problem. We will address the problem of unpredictable demand widening the business target market. In other words, our plan is attracting more students and people from outside of FIU MMC.

In terms of advertising, we will be looking at information such as language, household income, age and ethnicity. Those are important factors for our project because by taking those factors into consideration, we will be able to plan our advertisement campaign. We will look at social networks as at the tools of attracting new clients. Also, we will use different platforms and services to collect feedback from our current or potential clients. Social media platforms such as YouTube and Facebook might be very effective when it comes to brand recognition. We live in the 21st century and being present in a digital space is important for any business. We believe that properly organized internet activity will allow Sado to reach greater success and study different kinds of delivery services that might work well for this business.

Another important area of research is the restaurant's menu. We asked Sado to provide us with information about the top five items that her business is selling. We would like to compare the menu from the Green Chicken with menus from other local food places. We think that the edge giving factor is a product. By studying our products as well as products of her competitors, we will be able to maintain that competitive edge.

### 3. Green Chicken mission and vision

As we said at the beginning of the report, the restaurant's mission is offering the best fresh high-quality food at an affordable price in Miami Dade County. Also, we highlighted the lack of a business plan and direction of the business. Working with Sado, we came up with the vision statement of the business. The business vision is to become the best restaurant that provides fresh high-quality food at an affordable price in Florida.

### 4. Competitors analysis

Competitive analysis is a critical part of a business plan and the analysis is identifying centers on market commonality and resource similarity (Upson, Ketchen, Connelly, & Ranft, 2012). After reviewing competitors' strategies, we can improve our own product and service, and plan a competitive strategy. There are more than 170 restaurants near The Green Chicken, so we will focus on those competitors who are located in FIU and offer relatively healthy food.

Before we start the competitor analysis, we will create a SWOT analysis for Green Chicken. SWOT analysis is an important method for analyzing and positioning an organization's resources and environment in four regions: Strengths, Weaknesses, Opportunities and Threats. By analysis those factors, managers can recognize the information for decision-making, planning and building strategies (Phadermrod, Crowder, & Wills, 2019).

### Strength (S)

1. High quality and healthier products: The product of The Green Chicken is health food and all of the food is made of high-quality and fresh ingredients.
2. Affordable price and a wide range of vegan food items: The Green Chicken is providing a good price for healthy and fresh food. For example, their fresh food bowl is \$8.99 (which includes 6 toppings and 1 protein), and their fresh fruit smoothie is \$4.99.
3. Great location: The Green Chicken has a great location; it is nearby FIU campus and the younger generation in college is their target customer. Those college students can cross the street and get fresh and healthy food.
4. Good customer service: The Green Chicken is offering a perfect customer service. Most of their employees are from FIU, and they are treating customers like family.

### Weaknesses (W)

1. Not a famous brand: The Green Chicken is a family-run small business, so it does not have a famous brand. However, the brand name can impact the credibility.
2. No clear missions and vision: The Green Chicken does not have a clear mission; their objective is not clear like other family restaurants. Also, the owner of the restaurant does not have a big picture about this business.
3. Lack of social media channel: The Green Chicken had a Facebook page before, but due to poor management, they closed the page.

### Opportunity (O)

1. Health food trend: In recent years, customers are shifting from tasty food to healthy, so it is very important for a restaurant to have a healthful option. This is a big opportunity for Green Chicken. Especially Green Chicken is targeting college students and young generation, which are more like to eat healthy food.
2. Technological development: Transportation and storage technologies develop rapidly, so food ingredients can easily be transferred from suppliers to restaurants and keep the ingredients fresh longer
3. New building around area: There are 2 buildings under construction around the restaurant's area. Those 2 buildings are not only for the FIU students, but also for offices. Those office employees who move into the new building will become potential customers and new target market for the future business.

### Threat (T)

1. Franchise restaurant competitor: Franchises have advantages over family-run restaurants. For example, they have brand standards, quality control, and continued leadership, training, and support from an outside source.
2. Customers still have lack of interest to health food: Although the health food concept is impacting customer purchase behavior, the concept does not have enough influence for people of all ages.
3. Business model and menu are easy to copy: Competitors or new places in the same area will be able to copy their business model. Also, The Green Chicken's menu is simple, and they do not have a "secret recipe" or "secret sauce."



We will classify their competitors into two segments. The first segment is indirect competitors. We consider all food and drink providers as indirect competitors: they are supermarkets, coffee shops, vending machines, and grocery stores. Some of the target customers will receive food and drink from those places that can create a competitive relationship with The Green Chicken. Based on a map, we find four major indirect competitors. They are University cStore, Starbucks, FIU Market @ Breezeway, and Publix supermarket. Understanding your indirect competitor is very important because sometimes your customers really want to use your feature or product, but they also want something else that simply isn't compatible with it. People really want to be slim and healthy, but they also really want soft drinks and fast food (Traynor, 2018).

The second segment is direct competitors; they are the limited-service restaurants and the full-service restaurants. Those direct competitors are providing food and beverage services in the same market, and their target customer group is similar to The Green Chicken's. There are more than 170 restaurants near FIU, and they vary from high-end full-service restaurants to fast-food chain restaurants. We will focus on those competitors who have same products and target FIU students. There are seven picked competitors.

Price range and product

Name	Price Range	Product
Green Chicken	\$10 to \$15	Juice Bars & Smoothies, Salad, Wraps
Vegan & Juice	\$5 to \$10	Juice Bars & Smoothies, Vegan
J-Petal & Poke	\$10to\$20	Hawaiian, Creperies, Bubble Tea
Crepe King	\$5 to \$15	Creperies, Wraps, Juice Bars & Smoothies
Salad Creations	\$10 to \$20	Salad, Wraps, Soup
Jamba Juice	\$5 to \$10	Juice Bars & Smoothies
Tropical Smoothie Café	\$5 to \$15	Sandwiches, Juice Bars & Smoothies
8th Street Campus Kitchen	\$10	Buffet, New American, Salad, Wraps, Soup

Social media and marketing channel

Competitor Name	Channel	Social media performance
Green Chicken	Yelp, Web, Facebook(inundate), Instagram	Yelp: 4.5 star 13 reviews Google map:4.9 star 104 review Instagram:2043 follower
Vegan & Juice	Facebook, Yelp	Facebook: 2813 follower Yelp: 5 star 280 reviews Google map: 4.7 start 263 review
J-Petal & Poke	Yelp, Online Coupon, Faceboo	Yelp:5 star 99 reviews Google map:4.8 star 106 review Online Coupon
Crepe King	FIU Meal plan, Yelp, Blog	FIU Meal plan, Blog Yelp : 4.5 star 14 reviews Google Map: 4.9 star 16 reviews
Salad Creations	FIU Meal plan, Yelp, Facebook	FIU Meal plan Yelp: 4 star, 26 review Google map: 4.6 point 19 reviews Facebook: 58,897 followers
Jamba Juice	FIU Meal plan, Yelp, Facebook, Twitter, Instagram, YouTube.	Yelp: 4.5, 4 reviews Google map: 3.7 27 review Facebook: 1,752,341 followers Twitter: 55500 followers Instagram: 113000 followers YouTube: 2,075 subscribers
Tropical Smoothie Café	FIU Meal plan, Yelp, mobile APP, Facebook, Instagram, Twitter, Google+	Yelp: 4 star 8 reviews Google map: 4.6 star 28 reviews Facebook: 389,707 followers Instagram: 378000 followers Twitter: 16900 followers
8th Street Campus Kitchen	FIU Meal plan, Yelp	Yelp: 3.5 star 4 reviews

All of those competitors are near FIU or on the FIU campus, so their majority target customers are FIU students and faculty. Besides, they are also targeting people who like to eat vegan and eat healthy. This highly coincides with The Green Chicken's target demographic. Secondly, the products they are offering are the same as The Green Chicken's. Thirdly is the price range, their price range is \$5 to \$20.

Next part is marketing. As we can see, they all can be found in Yelp, but they do not have too many reviews. Their reviews in Google Maps do not show a high amount either. On the other hand, only a few restaurants have a social media strategy. Salad Creations, Jamba Juice, and Tropical Smoothie Café are in absolute dominance; their high number of followers will bring a huge benefit. Based on the information above, we find there is a very fierce competition. The Green Chicken and major competitors are offering similar products in the same price range. Also, some competitors are in FIU, so they can join the FIU student meal plan, which can bring more student customers. Next, the target customer of The Green Chicken is the young generation, and social media has big influence on them. According to information, The Green Chicken still has a huge development space in the social media aspect.

## 5. Market segmentation

The restaurant current target is the FIU's student body, which is unpredictable in Summer but following a positive trend since 2009 (Appendix III). In the past year, the number of students enrolled into Florida International University was 56,718. From this 56,718 the undergraduate students account for 47,629 and the difference are graduate students. From both groups (undergraduate and graduate) only 3,974 students are international. Undergraduate students in its majority live on campus. Graduate students are not allowed to live on campus. One of their options is to live in 109 tower apartments. Another fact that we are aware of is that the 30% of the student body is in the age of 18 to 21 years, a young group that looks for feeding their minds and their bodies. As we said before, the restaurant is in the first floor in 109 tower apartments. Its location gives the students convenience and its unique selling proposition is its appeal for students that look for fresh high-quality food at an affordable price. As we analyze the information, only counting international students on and off campus gives the business a possible market of 3,974 students. Sado, General Manager, has a daily average customer base of 175, except in Summer breaks. Its current clients account for 4.40 % of its target. The low market share of the restaurant is based on different reasons. We will analyze and explain them in the competitor analysis and promotion section of our research.

Now, we will analyze the restaurant capacity. The restaurant's employees are mainly students who are required to be flexible and work in whatever roles assigned. The restaurant has nine employees having diverse roles and the two General managers, who work in operating roles in peak hours. The service provided takes place in the food bar. The food bar has enough space for four

employees working at the same time. Since the restaurant operates 12 hours and 1 hour is for breaks or shifts, the operation hours are 11. An employee in the food bar can assist one customer in an average time of 4.5 minutes. Working 11 hours one employee can assist 146 customers. Having four employees to assist the customers, the maximum number of customers assisted per day is 584. Based on Effective Service Management research (Appendix IV) a service company should work at 70% of its capacity to not lose quality of service. Because the quality of service is the most important factor in the restaurant sector, we state that the optimum capacity utilization is 408 customers per day. The restaurant is working using the 39.97% of its maximum capacity and the 42.81% of its optimum capacity. In our report, we will provide the best strategies for healthy and constant development of the restaurant. We will also consider in our analysis the delivery since the 90% of the customers ask for take-out food. The service delivery could increase the company's sales without compromising the service quality if the take-out food orders through online platforms increase.

We conclude that since the restaurant has only 4.40 % of the market and is using 42.81% of its optimum capacity, the restaurant should focus on gaining more market share through promotions strategies which will be covered in the next section. Also, we state that the sales growth of the company depends on its capacity limitation which depends on its investment. Financing the Green Chicken is quite feasible due to the Mom and Pop Small Business Grant offered by Miami-Dade County. We strongly recommend the company goals short, medium and long term based, then increase its online presence to operate at 70% of its optimum capacity, and the last step to take would be financial leverage.

## 6. Social Media

Social media is an important component of modern business. Organized and well-planned online strategy can lead business to success. Yet, we should always consider that the digital space is constantly evolving. Doing same thing repeatedly will not be effective. It is important for a business owner to show flexibility while approaching social media.

We should also remember that every social network existing, uses its own algorithms. If a business planned to be represented on 3 platforms that means that 3 unique approaches should be developed. Proper digital management can lead to considerably higher rates of brand recognition. By executing strategies listed below, we believe that Green Chicken will be able to secure and expand its client base.

Today social media segment divides into many groups and subgroups. But some social media platforms are more popular than others. We've decided to focus on four major players in social media segment of internet:

1. Facebook
2. Instagram
3. Twitter
4. YouTube

These platforms are famous, constantly developed, updated and used around the world. By targeting those four platforms we believe that we will achieve a major part of our promotion goals.

It is also important to understand that solutions that will be suggested in this section of our report should be taken as a base plan of action. Within time each strategy within each network should be updated. It is important to keep track of social networks trends, because those are changing rapidly. With all difficulties taken into consideration, we do believe that active and structural presence in social segments of the internet will provide this business with multiple benefits. Those will be listed and described below.

## **Reasons for Network Presence: *Feedback***

It is crucial for any business to stay in contact with its client. It becomes even more important when we are talking about the food industry. Everything that relates to subjective parameters such as tastes, needs to be studied. Without feedback, it is impossible to quickly evolve and adapt. Each story of success starts with research. There are multiple ways to collect the data about the client, some of them are expensive and some of them are relatively cheap.

Social Media provides a number of unique opportunities in terms of gathering data about your client. In terms of getting feedback from your client, social media platforms are unbeatable. Within major players on the social media scene, people can like or dislike your product, they can comment, they joke around (at times jokes should be analyzed as well), they may contact you directly, and they do feel comfortable to express themselves. In other words, it is possible to gather fresh feedback on your product on a daily basis.

That feedback should be analyzed, taken into consideration and then serve as a guide in further operations and product development. At certain times, with certain types of a product that analysis might be time consuming. But, in the food industry things will be clear right away. It is easy to understand if the general public is happy or concerned with your product, because your product is food. People tend to talk about food, they do like to discuss it, they tag their friends on photos and videos with food, and they do share content which appeals to them.

## **Facebook: *Content Relevance***

Facebook is an important platform, according to the 2019 Sprout Social Index, *“Facebook is still the number one platform for marketers and consumers alike.”*<sup>1</sup> First it is important to understand that Facebook is a constantly changing environment. Recent change of Facebook newsfeed algorithms, requires larger involvement of users for a successful business representation. This is how Bernt Barnhart explains the concept of relevance implemented by Facebook last year, *“The takeaway from these efforts is that “likes,” comments*

---

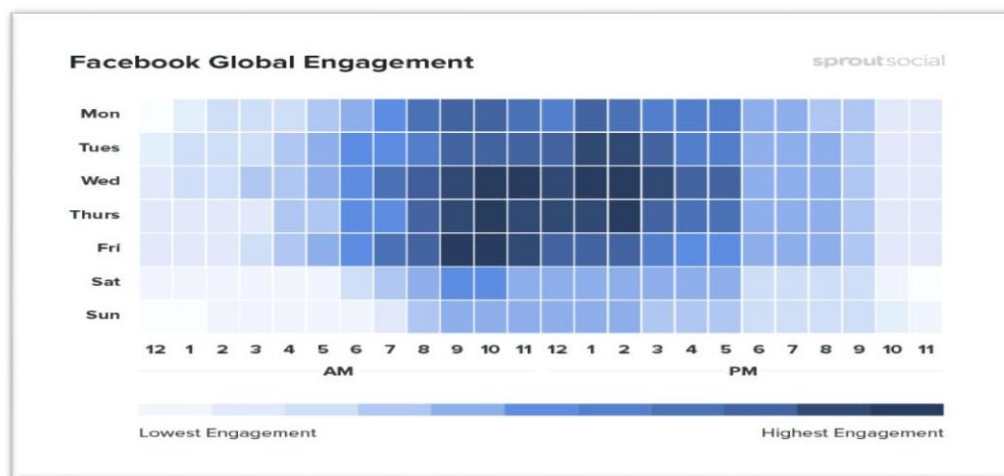
<sup>1</sup> Barnhart, Brent. How the Facebook algorithm works and ways to outsmart it. Sprout Social. May 31. 2019.  
<https://sproutsocial.com/insights/facebook-algorithm/>



and any other form of engagement are all valuable currency for brands who want to be seen as relevant to their followers.”<sup>2</sup> In many ways, operating within Facebook became harder for those who would like to be recognized. Under such conditions, quality of content becomes an absolute priority, “As part of the new algorithm’s goal of driving more authentic interactions, brands are expected to promote quality content that drives real interactions and shares.”<sup>3</sup> From this point it is important to understand that contents quality does not always relates to a price tag. We can do things cheap, but relevant and catchy, and that will be taken as a good quality.

### Facebook: *Tactics*

In order to succeed on Facebook, it is important to take a few things into consideration. First, it is important to understand when to make a post so that most of the people will see it. The following image is retrieved from Sprout Social website.



As you can see, global engagement depends on the day of the week and the time. But the general suggestion will be to make most of the posting between 8 am and 5 pm. By following this simple recommendation, any business can get a decent amount of customer engagement every day of the week.

<sup>2</sup> Barnhart, Brent. How the Facebook algorithm works and ways to outsmart it. Sprout Social. May 31. 2019.

<https://sproutsocial.com/insights/facebook-algorithm/>

<sup>3</sup> Barnhart, Brent. How the Facebook algorithm works and ways to outsmart it. Sprout Social. May 31. 2019.

<https://sproutsocial.com/insights/facebook-algorithm/>

Knowing all this, what content should be shared? Brent Barnhart answers that question, “*Facebook itself noted that video content drives higher engagement and interactions from users compared to any other type of content on the platform.*”<sup>4</sup> This means that video content became more appealing than text, images and audio files. This is one of the reasons why we included the YouTube platform into the list of the most important resources for social media marketing and promoting.

Short thematic videos will increase the popularity of the Green Chicken restaurant among Facebook users. Facebook Live is another important service that provides unique opportunity to communicate with clients in real time video chat, “*The platform also urges creators to embrace Facebook Live to create compelling, real-time content for their audiences. The fact that Live videos produce notifications that ping your fans and followers is an added bonus for helping your videos stand out too.*”<sup>5</sup> In terms of context it will make sense for Sado to talk to her clients from time to time. Her clients will be able to ask her questions and provide feedback to her answers right away. It is a great tool of making people familiar with the business. Short looping videos will also do well on a Facebook timeline.

## **YouTube**

In Facebook section, I’ve described why sharing videos is important. Now the original platform for video content is YouTube. YouTube allows its users to get into trends. Links from this platform are recognized and shared by users around other social media platforms. YouTube has a monetization option, but it is not that interesting for us. What does matter is that the link from YouTube allows us to share content around other social media.

For Sado it would be great to make a video of her cooking her best meals. That way she will expose her charm and charisma to her potential clients. After that is done, she will be able to make those videos viral by posting them a

<sup>4</sup> Barnhart, Brent. How the Facebook algorithm works and ways to outsmart it. Sprout Social. May 31. 2019.

<https://sproutsocial.com/insights/facebook-algorithm/>

<sup>5</sup> Barnhart, Brent. How the Facebook algorithm works and ways to outsmart it. Sprout Social. May 31. 2019.

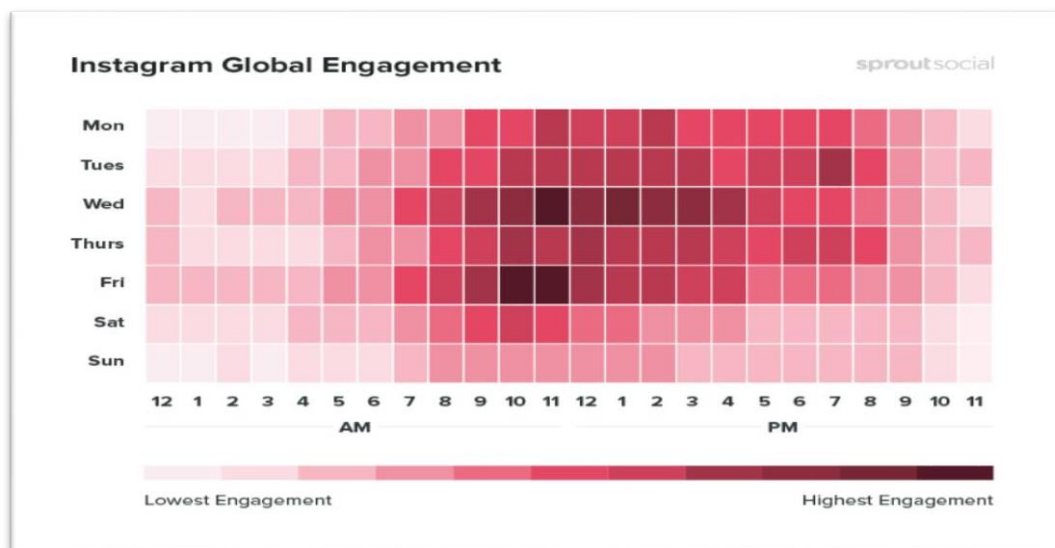
<https://sproutsocial.com/insights/facebook-algorithm/>

appropriate times on social platforms that were mentioned before. YouTube is an important instrument of content storage and content distribution. YouTubers also can turn the comments on and off, which prevents spam under their videos.

Last but not least, while working with YouTube it is important to have a script for each video. The quality of the video is an important factor of success. The basic kit for making a good video would consist of a rented camera, a microphone and an editor who will adjust postproduction processes. It will be a smart investment.

## Instagram

Instagram is important for us because it has more than 1 billion active users. Many of them are sharing the values of a healthy lifestyle. Those are particularly interesting for us because they can spread the word about the company. Green Chicken is a healthy food restaurant and that makes it perfect for Instagram presence. If everything is done right, Instagram can increase public interest in the products produced by Green Chicken dramatically. One of the ways to do so, is to make posts in the optimal time. The following chart is retrieved from Sprout Social, and illustrates the best times to make a post on Instagram:

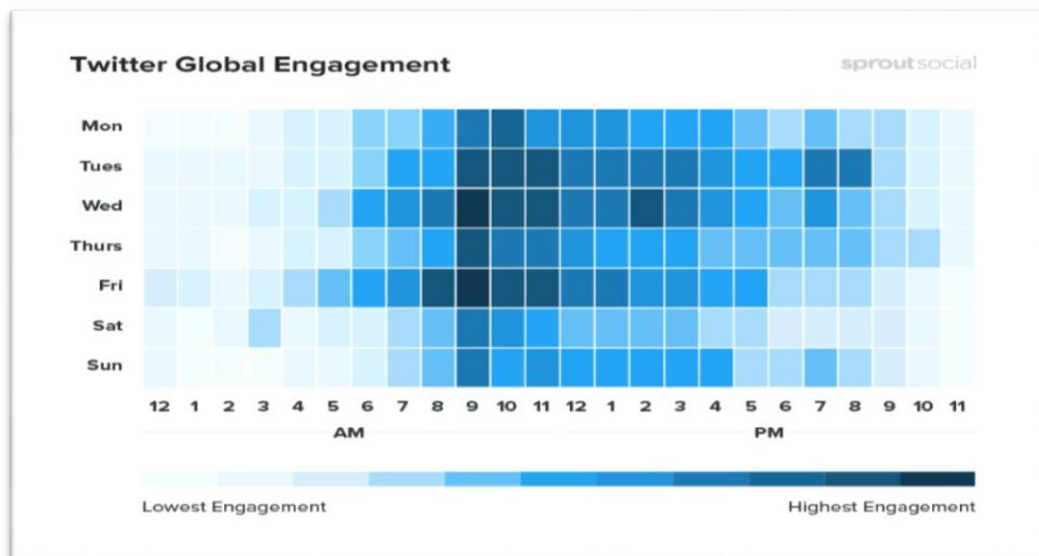


This is what Elizabeth Arens from Sprout Social concludes on Instagram posting, “While Instagram engagement peaks mid-day and mid-week, similar to the other

major social networks, there are a few opportune windows found in the evening and morning during the middle of the week.”<sup>6</sup>

## Twitter

Twitter is another important platform with strong shift towards potential customers, “*Twitter presents a huge opportunity for brands to connect directly with audiences and manage customer care.*”<sup>7</sup> Twitter takes a large portion of a newsfeed segment within social media industry. Timing here is extremely important, “*Posting at off-peak hours could cause you to miss out on a lot of your potential engagement.*”<sup>8</sup> This is how Twitter optimal posting time was illustrated by Sprout Social:



This concludes Twitter posting essentials, “*Like other social networks, mid-week on Tuesday and Wednesday are your top days to post on Twitter, and engagement drops off on weekends.*”<sup>9</sup> For this business Twitter should be Number 4 on the list of social media priorities. Sado should post links to her other social media accounts via Twitter to bring attention to her main pages at Facebook and Instagram. She should also post short videos on twitter at the times

<sup>6</sup> Elizabeth, Arens. Best times to post on social media for 2019. Sprout Social. June 21, 2019. <https://sproutsocial.com/insights/best-times-to-post-on-social-media/#times-ig>

<sup>7</sup> Elizabeth, Arens. Best times to post on social media for 2019. Sprout Social. June 21, 2019. <https://sproutsocial.com/insights/best-times-to-post-on-social-media/#times-ig>

<sup>8</sup> Elizabeth, Arens. Best times to post on social media for 2019. Sprout Social. June 21, 2019. <https://sproutsocial.com/insights/best-times-to-post-on-social-media/#times-ig>

<sup>9</sup> Elizabeth, Arens. Best times to post on social media for 2019. Sprout Social. June 21, 2019. <https://sproutsocial.com/insights/best-times-to-post-on-social-media/#times-ig>

of the highest public engagement.

## **Conclusion**

It is important for Sado to organize her approach towards social media. From our point of view, she, must use YouTube as the main storage for her video content. Facebook should serve her as a main platform for gathering information and providing and receiving feedback from her clients. Instagram should be used as a promotion platform that makes people from correlated industries and lifestyles involved in cooperation. Finally, Twitter should be used to spread information about upcoming events, deals and services.

Facebook is great for creating public image, it is important for reputation. This is the place where Sado should spend the most of her time. YouTube should be a backbone of her online strategy. Each video as well as each post should be well scripted. Instagram should be place number 3 on her list. Live video chats (similar to Facebook) should appear at optimal times which were described earlier. Her activity on twitter should be well scheduled as well. Overall, timing is everything.

By following these simple tips, Sado will be able to build her relationships with a big audience. Her brand will become more recognized, people from industries related to healthy lifestyle will get connected to her. Many people will become interested, motivated and involved. Without a doubt, her client base will expand.

## 7. References

American Fact Finder Census-Bureau,

<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

Bls.gov. (2019). Industries at a Glance: Food Services and Drinking Places:

NAICS 722. [online] Available at: <https://www.bls.gov/iag/tgs/iag722.htm>

[Accessed 25 May 2019].

David M. (2008). Online Statistics Education: An Interactive Multimedia Course of Study. Retrieved May 19, 2019, from

<http://onlinestatbook.com/2/introduction/introduction.html>

FIU Beyond Possible 2020 [Pdf file] (n.d.). Retrieved from

<https://stratplan.fiu.edu/docs/Strategic%20Plan.pdf>

Florida International University Student Population Trends (n.d.). Retrieved from

<https://www.collegetuitioncompare.com/trends/florida-international-university/student-population/>

Global Limited-Service Restaurants Market Research Report 2017 Analysis and Forecast to 2022. (2017, August 21). M2 Presswire. Retrieved from

<http://link.galegroup.com.ezproxy.fiu.edu/apps/doc/A501280440/ITOF?u=miam11506&sid=ITOF&xid=13d80b20>

Gordon Food Service. (2019). Retrieved May 19, 2019, from

<https://www.gfs.com/en-us>

Health Canada, Government of Canada. 1 September 2016. Retrieved 15 April 2018.

Kang J., Jun J., Arendt S.W. (2015). Understanding customers' healthy food choices at casual dining restaurants: Using the Value-Attitude-Behavior model. *International Journal of Hospitality Management*, 48, pp. 12-21.

Mathe-Soulek, K., Slevitch, L., & Dallinger, I. (2015). Applying mixed methods to identify what drives quick service restaurant's customer satisfaction at the unit-level. *International Journal of Hospitality Management*, 50, 46–54. <https://doi-org.ezproxy.fiu.edu/10.1016/j.ijhm.2015.07.007>

Maze, J. (2017). The big shift: Consumers move away from 100 casual dining: As casual dining loses business, coffee chains and quick-service restaurants gather steam. *Nation's Restaurant News*, 51(9), 10–15.

Retrieved from

<http://search.ebscohost.com.ezproxy.fiu.edu/login.aspx?direct=true&db=bth&AN=123861624&site=eds-live>

Maze, J. (2016, February 29). The new face of limited service: business rebounds post-recession, but chains must adapt to a changed consumer. *Nation's Restaurant News*, 50(3), 12+. Retrieved from

<http://link.galegroup.com.ezproxy.fiu.edu/apps/doc/A445018864/GRGM?u=miam11506&sid=GRGM&xid=dcbfeb23>

Mom and Pop Small Business. Retrieved May 19, 2019, from

[https://www8.miamidade.gov/global/service.page?Mduid\\_service=ser1471548035447835&Mduid\\_location=org1462994438372631&Type\\_collection=&Mduid\\_organization=org1462994438372631](https://www8.miamidade.gov/global/service.page?Mduid_service=ser1471548035447835&Mduid_location=org1462994438372631&Type_collection=&Mduid_organization=org1462994438372631)

Phadermrod, B., Crowder, R. M., & Wills, G. B. (2019). *Importance-Performance Analysis based SWOT analysis. International Journal of Information Management, 44*, 194-203. doi: 10.1016/j.ijinfomgt.2016.03.009

Planning Research and Economic Analysis (n.d.). Retrieved from <http://www.miamidade.gov/business/research.asp>

Quick facts (n.d.). Retrieved from <https://www.census.gov/quickfacts/fact/table/sweetwatercityflorida/IPE120217>

Raab, Carola and Zemke, Dina Marie (2016) "ACTIVITY-BASED COSTING IN THE RESTAURANT INDUSTRY: WHAT'S PAST IS PROLOGUE," *Journal of Hospitality Financial Management: Vol. 24: Iss. 2, Article 5.*

Regulatory economic resources (n.d.). Retrieved from <https://www.miamidade.gov/business/census-county-profiles.asp>

Restaurant Depot (2019). Retrieved May 19, 2019, from <https://www.restaurantdepot.com/>.

Restaurants, Shop FIU (n.d.). Retrieved from <https://shop.fiu.edu/dining/restaurants/index.html>

State of Florida, Florida Department of State. (2019). Retrieved May 19, 2019, from <http://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=EntityName&directionType=Initial&searchNameOrder=GREENCHICKEN L160001823940&aggregateId=flal-l16000182394-33940e99->



d307-4ddc-8f16-bff2736a05d8&searchTerm=green

chicken&listNameOrder=GREENCHICKEN L150001498450

Student Population at Florida International University (n.d.). Retrieved from  
<https://www.collegetuitioncompare.com/edu/133951/florida-international-university/enrollment/>

Traynor, D. (2018). "Why understanding your indirect competition is key to acquiring customers." *Next Web, The (Netherlands)*. Retrieved from  
<https://infoweb-newsbank-com.ezproxy.fiu.edu/apps/news/document-view?p=WORLDNEWS&docref=news/16B6CDDF77FFA9B0>.

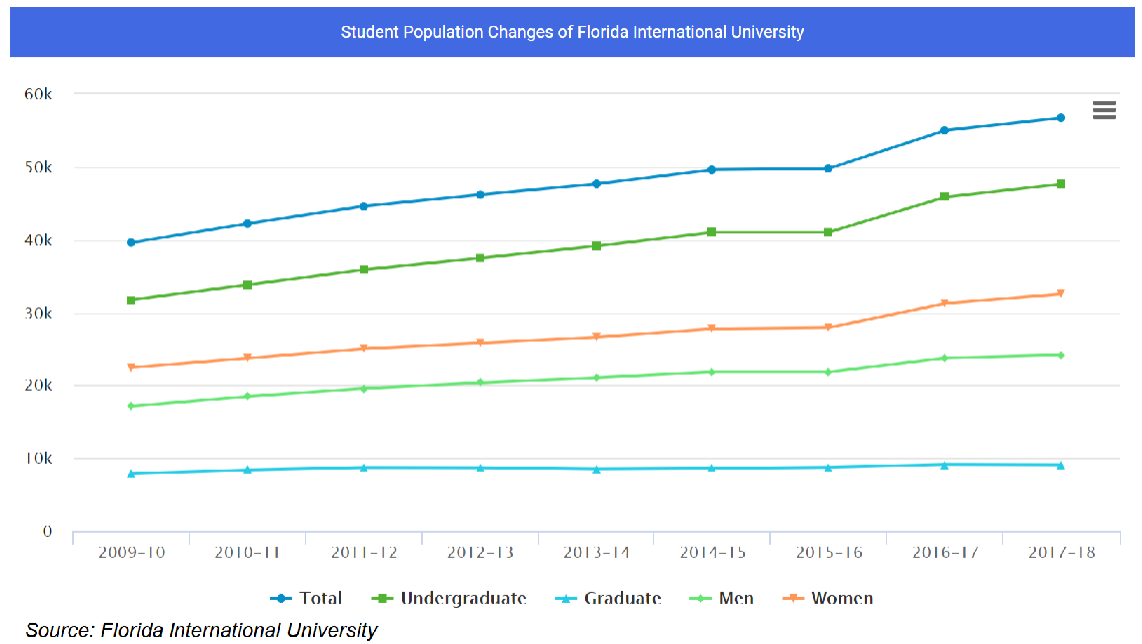
Upton, J. W., Ketchen Jr., D. J., Connelly, B. L., & Ranft, A. L. (2012).  
*Competitor Analysis and Foothold Moves. Academy of Management Journal, 55(1), 93–110. doi: 10.5465/amj.2008.0330*

## 8. Appendices

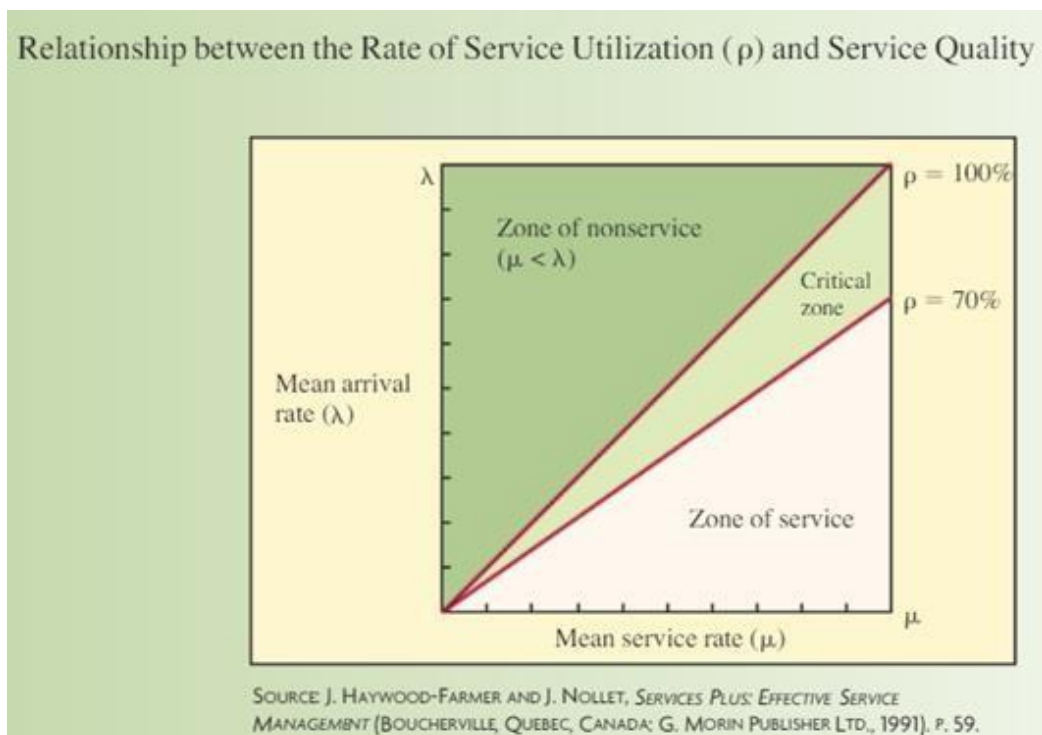
### I. Team performance

Our team is formed by Diana Concepcion, (Team Leader) Oleksandr Kervin and Zhao Han. Diana is from Peru, South America; Oleksandr is from Ukraine, Eastern Europe, and Zhao is from China, East Asia. Regarding backgrounds, Diana has a bachelor's degree in international business; Oleksandr has a bachelor's degree in political science and sociology and Zhao has a bachelor's degree in hospitality management. Our different cultures and backgrounds have been our major strength in our analysis. Since the beginning of the course, we got two companies interested in working with us, Salerentcar and Green Chicken restaurant. We chose Green Chicken because of the variety of non-common problems that we could address and because of the owner's commitment with the purpose of the research. So far three formal meetings have taken place. All the meetings have been with the General Manager Sado and held in the restaurant facility. The first one took place on May 17<sup>th</sup>. In this meeting we introduced ourselves properly, explained the main purpose of our report and listened carefully to Sado's perspective about the current business situation. The second meeting took place on May 28<sup>th</sup>. In this meeting we gave Sado a report about the problem research and our action plan. The third meeting took place on June 20<sup>th</sup>. In this meeting we reported our advances to Sado and obtained quantitative data. All of us work in the analysis of each part of our report and the brainstorming was our most useful tool.

## II. Student Population Changes



## III. J. Haywood- Framer and J. Nollet, Services Plus: Effective Service Management



#### IV. Population Sweetwater city

Population	Sweetwater city, Florida
<b>Population estimates, July 1, 2018, (V2018)</b>	<b>21,543</b>
<b>PEOPLE</b>	
<b>Population</b>	
<b>Population estimates, July 1, 2018, (V2018)</b>	<b>21,543</b>
Population estimates base, April 1, 2010, (V2018)	19,910
Population, percent change - April 1, 2010 (estimates base) to July 1, 2018, (V2018)	8.2%
Population, Census, April 1, 2010	13,499

Source: U.S. Department of Commerce

#### V. Miami-Dade County Selected Demographic Characteristics

	2017	2016	2015	2014	2013	2016 - 17 % change	2012 - 17 % change
<b>SEX AND AGE</b>							
Total population	2,751,796	2,712,945	2,693,117	2,662,874	2,617,176	1.4%	6.2%
Male	1,335,329	1,315,759	1,305,293	1,293,441	1,272,121	1.5%	6.1%
Female	1,416,467	1,397,186	1,387,824	1,369,433	1,345,055	1.4%	6.3%
Under 5 years	158,575	157,487	157,887	155,429	154,597	0.7%	3.7%
5 to 9 years	151,053	152,984	149,574	147,290	146,492	-1.3%	-1.7%
10 to 14 years	153,494	148,032	150,803	152,793	152,142	3.7%	6.3%
15 to 19 years	157,112	155,696	156,490	156,262	157,230	0.9%	-2.1%
20 to 24 years	170,199	172,329	177,364	184,983	185,189	-1.2%	-9.5%
25 to 34 years	395,237	390,085	384,040	377,157	367,125	1.3%	9.8%
35 to 44 years	379,990	375,803	377,961	377,114	374,266	1.1%	1.6%
45 to 54 years	408,304	401,531	400,141	397,109	389,567	1.7%	5.6%
55 to 59 years	183,701	179,297	165,434	162,142	162,306	2.5%	19.1%
60 to 64 years	155,168	146,620	152,990	147,882	137,057	5.8%	10.9%
65 to 74 years	236,011	231,558	223,974	214,935	207,400	1.9%	18.3%
75 to 84 years	141,129	136,939	138,576	129,163	129,162	3.1%	14.2%
85 years and over	61,823	64,584	57,983	60,615	54,543	-4.3%	15.5%
Median age (years)	40.1	39.9	39.8	39.3	39.0	0.5%	3.9%
18 years and over	2,194,558	2,160,739	2,140,283	2,114,318	2,071,718	1.6%	7.3%
71 years and over	2,098,355	2,061,329	2,041,690	2,011,453	1,970,289	1.8%	8.0%
62 years and over	530,020	518,440	508,399	492,220	470,092	2.2%	16.7%
65 years and over	438,963	433,081	420,533	404,713	391,105	1.4%	16.5%
18 years and over	2,194,558	2,160,739	2,140,283	2,114,318	2,071,718	1.6%	7.3%
Male	1,051,135	1,034,316	1,022,303	1,012,691	992,989	1.6%	7.3%
Female	1,143,423	1,126,423	1,117,980	1,101,627	1,078,729	1.5%	7.3%
65 years and over	438,963	433,081	420,533	404,713	391,105	1.4%	16.5%
Male	182,310	179,882	174,373	168,802	163,089	1.3%	15.5%
Female	256,653	253,199	245,796	235,911	228,016	1.4%	17.3%
<b>RACE</b>							
Total population	2,751,796	2,712,945	2,693,117	2,662,874	2,617,176	1.4%	6.2%
One race	2,708,622	2,670,596	2,652,871	2,625,936	2,581,131	1.4%	6.0%
Two or more races	43,174	42,349	40,246	36,938	36,045	1.9%	21.8%
One race	2,708,622	2,670,596	2,652,871	2,625,936	2,581,131	1.4%	6.0%
White	2,076,706	2,019,915	2,032,881	2,020,881	1,996,766	2.8%	5.6%
Black or African American	474,196	476,506	495,903	496,962	481,189	-0.5%	-2.7%
American Indian and Alaska Native	5,037	4,683	1,741	3,063	3,671	7.6%	57.6%
Asian	47,099	43,745	42,970	41,900	42,672	7.7%	12.2%
Native Hawaiian and Other Pacific Islander	196	1,265	310	664	200	-84.5%	-77.0%
Some other race	105,388	124,482	79,066	62,466	56,633	-15.3%	91.4%
Two or more races	43,174	42,349	40,246	36,938	36,045	1.9%	21.8%
White and Black or African American	15,496	15,354	12,860	10,708	11,630	0.9%	40.3%
White and American Indian and Alaska Native	4,248	2,031	1,535	2,809	2,650	109.2%	87.2%
White and Asian	3,817	3,721	6,160	6,222	4,239	2.6%	-7.3%
Black or African American & American Indian and Alaska Native	645	236	221	978	576	173.3%	13.2%
<b>Race alone or in combination with one or more other races</b>							
Total population	2,751,796	2,712,945	2,693,117	2,662,874	2,617,176	1.4%	6.2%
White	2,112,758	2,052,266	2,066,185	2,051,294	2,025,299	2.9%	5.9%
Black or African American	497,537	500,126	515,021	515,028	498,985	-0.5%	-1.5%
American Indian and Alaska Native	11,466	10,175	5,881	8,761	8,937	12.7%	57.2%
Asian	54,343	53,012	52,309	52,124	53,250	2.5%	7.6%
Native Hawaiian and Other Pacific Islander	1,508	3,557	2,867	2,309	3,212	-57.6%	-52.6%
Some other race	120,753	139,716	94,190	73,803	66,908	-13.6%	78.4%
<b>HISPANIC OR LATINO AND RACE</b>							
Total population	2,751,796	2,712,945	2,693,117	2,662,874	2,617,176	1.4%	6.2%
Hispanic or Latino (of any race)	1,887,266	1,835,413	1,800,281	1,762,598	1,717,147	2.8%	13.2%
Mexican	70,637	60,585	64,583	61,268	57,578	16.6%	21.2%
Puerto Rican	93,190	90,156	111,677	101,956	104,450	3.4%	2.8%
Cuban	1,000,518	991,869	961,519	951,507	923,982	0.9%	11.9%
Other Hispanic or Latino	722,921	692,803	662,502	647,867	631,137	4.3%	16.0%
Not Hispanic or Latino	864,530	877,532	892,836	900,276	900,029	-1.5%	-6.5%
White alone	360,449	368,048	381,160	391,027	392,990	-2.1%	-13.5%
Black or African American alone	434,406	437,181	448,936	444,290	440,764	-0.6%	-2.0%
American Indian and Alaska Native alone	1,659	2,827	811	2,050	2,495	-41.3%	-36.6%
Asian alone	44,246	42,015	41,426	41,449	40,582	5.3%	11.2%
Native Hawaiian and Other Pacific Islander alone	88	721	50	664	200	-87.8%	-84.3%
Some other race alone	7,550	10,372	6,136	5,506	7,152	-27.2%	31.6%
Two or more races	16,132	16,368	14,317	15,290	15,846	-1.4%	1.6%
Two races including Some other race	3,163	3,035	3,214	2,462	1,169	4.2%	-2.8%
Two races excluding Some other race, & Three or more races	12,969	13,333	11,103	12,828	14,677	-2.7%	2.7%
Total housing units	1,024,289	1,021,650	1,010,631	1,004,378	994,055	0.3%	3.3%
Citizen voting age population, 18 and over population	1,613,359	1,588,731	1,568,980			1.6%	
Male	753,002	745,789	735,313			1.0%	
Female	860,357	842,942	833,667			2.1%	

Data Source: US Census Bureau, 2017 American Community Survey 1 year Estimates