



By
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Executive Summary

L&L offers a unique, yet simple product. It's a product that offers customers a unique experience and taste of the islands of Hawaii. Its cuisine is a mix of different cultures, originating from the diverse demographics that came together as laborers in Hawaii in the 1880's. The goal of this marketing plan is to carry on and spread this culture of food to a wider audience, who otherwise wouldn't be aware of this cuisine. Our goal is to raise this awareness and take Hawaiian BBQ to the mainstream popularity of other cuisines. We are aware of a strong passion for this type of cuisine in the Bay Area, and we see an opportunity to fill this demand, in the form of a food truck. Through competitive pricing and positioning in areas scarce of this cuisine, we feel as though we can provide for this demand. Through providing a condensed menu focusing on our highest margins and best sellers, we believe a food truck would be profitable and help spread the L&L brand name across the whole Bay Area.

Product/Service Overview

Business Concept

L&L was started in Hawaii by Johnson Kam and Eddie Flores in 1976. In Hawaii it is known as L&L Drive Inn and specializes in plate lunches. These plate lunches became a staple in Hawaii and allowed them to expand by offering franchises in 1988. By 1997 there were 30 locations in Hawaii alone. In 1999, L&L opened its first location outside of Hawaii in Puente Hills. They then opened their first location out of state in New Zealand in 2009 and Japan in 2010. Today there are a total of 194 locations open worldwide.

We are looking to open and dispatch a food truck to cover ground easier than it would be to open a whole new location. Starting around the San Mateo, but eventually delivering to the entire Bay Area.

Mission & Vision

Just as L&L's mission was to bring the classic Hawaiian plate lunch to the customer, our mission and vision with this truck would be to bring this same tradition to others by making it more convenient for them to access. This would allow us to tap into some markets more deeply than the brick-and-mortar locations can, by offering convenience for those who cannot travel or do not wish to travel to the store locations.

Company Goals

Short Term - By using a food truck, we have the mobility to reach more places and markets than the traditional brick-and-mortar location can. We will be able to move locations on a whim and offer our product to untapped markets while at the same time strengthening existing markets by making our product more accessible to all. We will also be looking to raise profits quickly by selling exclusively high margin products.

Long Term - To spread this Hawaiian traditional food further than it has ever been and to establish our Hawaiian BBQ brand as a mainstream cuisine. To reach the same success as other popular already established cuisines. To raise more awareness about the Hawaiian BBQ plate lunch and to increase overall popularity within the Bay Area.

SWOT Analysis

Strengths - Established Bay Area restaurant, Competitive Pricing, Unique Hawaiian food style, plate lunches

Weakness - Few physical storefronts in the Bay Area, Not a mainstream cuisine in the big picture

Opportunities - Hawaiian food trucks in the Bay Area are relatively untested, Active interest in new food exists across the Bay Area

Threats - Rising rent prices for physical stores, Consumers trending towards healthier options

Situational Analysis

Food Truck Industry Trends

Research shows that the food truck industry is on the rise. (Terenzio) Today, there is an expanding market for food trucks, both for general use by the public and rentals for private events. One of the most well known public food truck events takes place bi-weekly in San Francisco during spring and summer; Off The Grid. (Olsen)

In the United States there is an estimated fleet of 4000 food trucks serving customers, pulling in annual sales over \$1.2 billion dollars. That number is expected to grow, as food truck revenue has spiked at a yearly rate of 7.9% over the last five years.

Research also shows that maximizing social media presence has become an important part of the food truck industry. Compared to the brick-and-mortar restaurant business model, food trucks are constantly changing location and menu, which means customers need to be updated on a daily basis to what the food truck will be doing on that day. In addition, social media also works as word-of-mouth advertising when used by customers, which can bring other potential customers to the food truck if they happen to be nearby.

Market Analysis

Our initial target market is the South Bay/San Francisco area, but not restricted to the entire Bay Area. The median income of the Daly City area, where our main store currently resides, is about ~90,000. Households are mostly made up of 1-3 people, and the population mostly does not have children. The population is predominantly Asian, with the next to biggest ethnicities being White and Hispanic.

Competitive Analysis

Hawaiian Drive Inn – A chain of about four restaurants occupying the same space as us, San Mateo County. They offer the same type of plate lunch as well, posing a threat to stealing customers. Often people come to L&L mistaking it for Hawaiian Drive Inn and vice versa.

Ono Hawaiian BBQ – Another chain of about two restaurants occupying the same space. Although they hold few locations, they possess a strong brand name and loyalty. They as well offer the same plate lunches L&L offers.

Customer Analysis

Through observation and the use of the PRIZM marketing tool, we were able to identify five demographics residing in our current market:

Connected Bohemians - A collection of mobile urbanites, *Connected Bohemians* represent the nation's most liberal lifestyles. Its residents are a progressive mix of tech savvy, young singles, couples, and families ranging from students to professionals. In their funky row houses and apartments, *Bohemian Mixers* are the early adopters who are quick to check out the latest movie, nightclub, laptop, and microbrew. As described by Claritas.

They range from the ages of 25-44 years old, and possess annual incomes of ~72k. They are very tech savvy and are college graduates. They own cars like Volkswagens, and they spend their disposable income eating out at restaurants like Chipotle, and shop at stores like H&M. They also attend music concerts and use tech apps like Uber everyday. They rent their homes and usually are without kids.

The main selling point of this segment is that they have disposable incomes to be able to regularly pay higher prices that a food truck would charge. They also value the large portions of our plates and are inelastic to the price of it.

***Young Digerati** - Young Digerati are tech-savvy and live in fashionable neighborhoods on the urban fringe. Affluent and highly educated, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars, from juice to coffee to microbrew. Many have chosen to start families while remaining in an urban environment. As described by Claritas.*

They range from the ages of 35-54 years old, and possess annual incomes of ~110k. They demonstrate tech savviness that is above average, and are graduates. They own cars like Audis, and spend their disposable income at premium priced shopping ventures at stores such as Bloomingdales. They are Starbucks regulars and are using tech apps such as Uber as well. They also like to take trips to other countries such as Asia and Europe. They are homeowners and are usually without kids.

This segment possesses the income to spend on higher food truck prices, and has no problem spending this amount of money. Although they do have no problem spending on premium prices, they still see the value in our portion sizes.

***Money and Brains** - The residents of Money & Brains seem to have it all - high incomes, advanced degrees, and sophisticated tastes to match their credentials. Many of these city*

dwellers are married couples with few children who live in fashionable homes on small, manicured lots with expensive cars in the driveway. As described by Claritas.

They range from ages 55+. Possess annual incomes of about ~107k. They demonstrate average tech savviness, and are graduates. They own cars like Mercedes and spend their disposable income on shopping at premium priced retailers like Saks Fifth Ave, and frequent Boston Market. They entertain themselves with live theater, listening to the news, enjoy taking trips to luxurious places like Hawaii, and are without children.

This segment possesses the income to spend on higher food truck prices, and has no problem spending this amount of money. However, while they have the income to buy our product, they lack the use of social media making it hard to reach them, seeing as they are not very tech savvy.

***Aspiring A-Listers** - Typically urban renters, Aspiring A-Listers are focused on their social lives. They are out and about often and spend heavily on status brands and dining out. They are all about convenience, shopping most often at drug stores and convenience stores, and have above average technology use. As described by Claritas.*

They range from ages 25 to 55+, and possess annual incomes of about ~52k. They demonstrate above average tech savviness, and have only some college experience. They own cars like Toyotas and spend their disposable income on shopping at Banana Republic and eating at Jack In the Box. They entertain themselves by watching soccer and listening to jazz music. They visit places like Las Vegas for vacation.

This segment possesses the interest in buying our cuisine, and seeing as they frequent Jack in the Box, they might be inclined to spend a couple more dollars to consume our bigger portion products. Seeing as they are somewhat tech savvy, this gives us an opportunity to reach them through online media.

***American Dreams** - American Dreams residents are found in upper-middle-class multilingual neighborhoods in urban areas. They are heavy grocery and convenience store shoppers, opting to prepare meals at home more than their urban counterparts in other segments. As described by Claritas.*

They are typically below the age of 55, and possess incomes of about ~70k. They demonstrate average tech savviness and are college graduates. They own cars like Volvos and spend their disposable income on shopping at Nordstrom Rack and enjoy frequenting the Cheesecake Factory. They entertain themselves by following Men's Tennis, listening to the news, and often use Yelp when deciding a restaurant. They are mostly homeowners.

This segment possess the income to purchase our product, and frequently. Seeing as they like to indulge in discounted luxuries like Nordstrom Rack, this gives us an opportunity to serve them, as our product provides great value for the price.

Marketing Plan

Marketing Goals

To reach underserved markets that do not have easy access to traditional Hawaiian plate lunches. To also demonstrate the value that our product provides, and to be the first choice consumers think about when looking for an easy restaurant.

Target Market

We have narrowed down our target market to two segments, being the Connected Bohemians, and the Young Digerati. We have chosen these two segments as our target market because they both possess the disposable incomes to be able to freely purchase our products and they enjoy doing activities out in the city. They also like to stay up to date and are tech savvy, so reaching them through online media will be very easy.

Value Proposition

Our product does not offer all the glitz and glam of fine cuisine, but it does have a core benefit: value. Our product is a great option to satisfy hunger, and although it may not look very aesthetically pleasing under an Instagram filter, it offers authentic Hawaiian taste. Our product allows customers to eat the historic, cultural food of Hawaii, giving them a taste of actually being in Hawaii. We provide authentic products, made and shipped from Hawaii, like pork belly, noodles, and drinks directly coming from the islands. Our product also comes in very generous portions, giving customers the core benefit of value, getting the most for their dollar. All in all,

our product aims to give customers the feel for authentic Hawaiian cuisine, all while satisfying their ample hunger.

Positioning

Currently, our brand is positioned in the market as one the most trusted when it comes to serving authentic Hawaiian cuisine, but awareness of the cuisine isn't mainstream or at its full potential. Customers in the Bay Area have shown interest in this cuisine, but today most customers are of Hawaiian and Asian descent. This goes to show that there is great interest in those looking to indulge in their homeland's cuisine, but there isn't very much representation of it. This gives us the opportunity to take the prime position and be the go-to and main offerer of this cuisine.

Consumer Buying Behavior

Need - Although our main target customers have the disposable income to purchase our products, the core benefit of receiving value for their money appeals to them. Our demographic also possesses the need for this Hawaiian comfort food. They are willing to pay the somewhat higher prices for the value they receive in quantity of food.

Information Search - Our consumers usually search using Google, and simply typing in "Hawaiian BBQ," will often lead them to order from one of a few restaurants, like Hawaiian Drive Inn. This can sometimes lead to them ordering from one restaurant and showing up to the wrong location. The internet search process needs to be more accurate. L&L should consider revamping their social media and pay AdWords to be at the top of Google searches.

Evaluation of Alternatives - One of the biggest alternatives for customers is Jollibee, which is located in the same plaza as L&L current Daly City location. Other alternatives are the neighboring noodle house and other Hawaiian competitors as stated earlier. By utilizing the mobility of a food truck, we can strategically position ourselves away from alternatives and offer customers convenience at the same time.

Purchase Decision - The purchase decision process usually starts by a customer looking for food that they can eat quickly and satisfy their hunger so they can get on with the rest of their day. There are also customers who search for a restaurant to cheaply feed their family, usually parents and their kids, resulting in many people sharing plates due to the huge portions. When arriving in the plaza, they will consider the said competitors, and ultimately make a decision on either Jollibee or L&L.

Post-Purchase Behavior - Consumers are usually satisfied with their purchase, they choose L&L for a specific reason of getting value for their money, and feeding a family.

Product/Service Offering

L&L's product can be described as "Plate Lunches." This plate lunch is unique in that it has a long history. It originated from plantation workers from all around the world, coming together and sharing their lunches, often leftover rice and meat. The idea of all these workers sharing their lunches, often packed in small boxes, evolved into what it is now, a large portioned meal in a box. The idea of these plate lunches has never been to be a delicacy, it has always been to be filling, satisfying hunger, and inexpensive.

Specifically, the plate lunch contains low costing starches, such as rice and macaroni salad, paired with one or more meat entrees. The main entrees are usually chicken entrees, varying by location, but the main and most known entrees are Teriyaki Chicken and Chicken Katsu. Other Hawaiian staple entrees include the Loco Moco, Teriyaki Beef and Ribs, and Pork Lau Lau and Kalua Pork. These foods all contain the Hawaiian culture and cuisine, which is a big selling point of the L&L product.

Branding

L&L holds a strong branding for authentic Hawaiian cuisine, and was one of the pioneers in popularizing this cuisine, especially outside of Hawaii. The brand started in Hawaii, giving it authenticity, and because of it has developed a strong following and loyalty from those in the Bay Area that are from Hawaii and other Pacific countries.

All food is packaged in to-go containers, currently blank ones. Drink cups and to go bags all have the L&L logo on them. This gives opportunity to push our brand logo even further, onto the food containers. L&L also each year provides customers with L&L branded calendars and stickers, while supplies last.

Pricing and Budget

Cost of goods Sold

Although L&L does serve a wide array of dishes, our costs of goods will focus mainly on the goods we will be using for the food truck, which will be significantly less than all the goods we use in store, as we will be serving a condensed menu. The food truck menu will consist of two plate lunches being the Teriyaki Chicken and Chicken Katsu, as well including the popular side entree of Spam and Chicken Musubis.

- Chicken Thighs - \$.65 a pound.
- White Rice - \$29.30 per 50 pounds
- Elbow Macaroni - \$16.90 per 20 pounds
- Panko Bread Crumbs - \$.99 a pound
- Spam - 8 cans for \$17.92, coming out to about \$.28 a slice
- Dried Seaweed - 50 sheets for \$9.55, coming out \$.20 a sheet.
- Aloha brand soy sauce packets (500 pack) - \$21.90, coming out to \$.043 a packet
- Hawaiian Sun nectar drinks - \$.53 a 12oz can
- Cabbage pcs(45lbs) - \$20

Pricing

Seeing as L&L's target customers are mostly inelastic to price, L&L can bump the food truck prices up to a premium. This increase in price is also taking into consideration prices from competitors, and prices from food trucks in general which are priced at a premium.

The price objectives can be divided into three areas: profit oriented, sales oriented, and status quo oriented. The price oriented perspective will focus on a target return of about 500% per plate. The promotion of our least costly plates will help maximize profit. In terms of sales, the food truck will aid in the growth of the company's market share of the Bay Area's Hawaiian BBQ market. The status quo oriented area will look to find various avenues for the food truck to create exposure for the brand.

Demand

The demand for our Hawaiian BBQ comes from a demographic primarily composed of individuals between the ages of 25 - 54 with a college education, who are tech savvy and are seeking a fair portion of Hawaiian BBQ food for a reasonable price.

Costs and Margins

For the items that will be sold on the food truck, margins are very high. As operating a food truck can prove to be very expensive, illustrated in the fixed costs mentioned later, only these high margin options will be available for purchase. Below are some rough margins of the products to be sold on the truck.

BBQ Chicken Plate (Teriyaki) & Chicken Katsu Plate.

Rice - ~ \$.11/plate (2 3 oz scoops)

Macaroni - ~\$.10/plate (1 3 oz scoop)

Cabbage - ~\$.05/plate

Panko Bread Crumbs - ~\$.20 (for 3 cutlets of chicken)
Chicken - ~\$.48 (3 pieces of chicken)
Takeout Box - ~\$.15 a box

Total cost

BBQ Chicken Plate - ~\$.89, Rounded to **\$2.00** after other Misc, expenses. Incl. Labor, marinade, ect...

Chicken Katsu - ~\$1.05, rounded to **\$2.00** after other Misc, expenses. Incl. Labor, marinade, ect...

* Cabbage is only included in BBQ Chicken plate, as well as Bread Crumbs only included in Chicken Katsu plate.

Musubis

Rice - ~\$.10 (~5 oz of rice)
Teriyaki Sauce - ~\$.08
One slice of Spam - \$.28
One sheet of Seaweed - \$.20
Small strip of Chicken - \$.10

Total Cost

Spam Musubi (1pc) - ~\$.66, Rounded to about **\$.80** after labor

BBQ Chicken Musubi (1pc) - ~\$.48, Rounded to about **\$.60** after labor

Chicken Katsu Musubi (1pc) - Same as BBQ Chicken Musubi, **\$.60**

Regulation Costs

In addition to physical goods and labor costs, there are also a number of regulatory costs that must be paid in order to legally operate a food truck in the city of San Francisco. Not only do these regulations cost money, they also cost time, as wait-time and paperwork for these permits can sometimes be excruciatingly long. These include:

- Commercial Vehicle Training Lessons & License: \$1000 and \$300 respectively
 - Implementation Time: One month driver's education course
- Health Department Permit: \$1300 permit inspection
 - I.T.: Variable - Anywhere from three to six months
- Vehicle/Accident Insurance: \$3500 per year
 - I.T.: Two weeks
- Truck Commissary: \$1000 per month
 - I.T.: Immediate upon purchase
- Fire Safety Permit: \$250 permit inspection
 - I.T.: Up to one month
- Vehicle Registration: \$58 registration fee and \$25 CHP fee
 - I.T.: Immediate upon purchase

Fixed Costs

Equipment	Estimated Cost	Notes
Food Truck + Custom Wrap with company logo	\$60,000	The food truck costs \$55,000 (possibly taking out a loan for partial payments) and the wrap costs \$5,000
Initial Product Inventory	\$3,000	Starting food and beverage inventory
Vehicle Permits and Licenses	\$500	
Phone/Internet	\$200	
Facebook / Twitter	Free	
Square Terminal	\$850	Purchase two square terminals at \$399 per terminal
Uniforms / T-Shirts	\$0	The Mission Street L&L Hawaiian BBQ will provide uniforms
Paper Products	\$300	Paper plates, napkins, etc
Misc. Expenses (Like a Chalk Menu)	\$2000	Plan for some unexpected expenses here and put it into the budget.
Smallwares	\$1,500	Demeyere Stainless Steel Cookware Set at \$1,300 on Amazon
Safety Equipment	\$500	Fire extinguisher, first aid, etc.
Total start up costs	\$68,850	

Budget Breakdown

* Average revenue from a food truck in San Francisco is \$5,000 per working week

	Month 1	Month 2	Month 3	Yearly
<u>Revenue:</u>	\$20,000	\$20,000	\$20,000	\$240,000
<u>COGS:</u> Food costs	\$4,500	\$4,500	\$4,500	\$54,000
Beverage Costs	\$1,500	\$1,500	\$1,500	\$18,000
Total COGS	\$6,000	\$6,000	\$6,000	\$72,000
<u>Operating Expenses:</u> Vehicle Permits	\$2,932	\$0	\$0	\$2,932
Insurance	\$290	\$290	\$290	\$3,500
Wages	\$6,500	\$6,500	\$6,500	\$78,000
Supplies	\$100	\$100	\$100	\$1,200
Commissary	\$1,000	\$1,000	\$1,000	\$12,000
Total Operating Expenses	\$10,822	\$7,890	\$7,800	\$97,632
<u>EBITDA:</u> Loan Interest Expense	\$350	\$345	\$340	\$4,160
Truck Depreciation	\$1,000	\$1,000	\$1,000	\$12,000
Total EBITDA	\$1,350	\$1,345	\$1,340	\$16,160
Profit:	\$1,828	\$4,765	\$4,860	\$54,208

Price Strategy and Competition

Prices are on the higher side, but provide great value for it. Typical plate lunch ranges from \$8-\$10.28, and combination plates come in at \$12.78. According to Ono Hawaiian BBQ prices, L&L currently offers competitive and even lower prices on almost all items. Ono Hawaiian BBQ charges about \$1.50 more for chicken plates than L&L currently does. Ono Hawaiian BBQ charges ~\$3.00 per musubi while L&L charges \$2.25. Given these prices, the food truck can raise these prices to match or close in on these competitor's prices. This will allow for even higher margins, and greater profit.

By raising these costs to about \$12.00 a chicken plate and \$3.00 a musubi, this will net us a \$9.00 profit margin per chicken plate and a \$2.20 profit margin on each musubi.

Revenue Forecast

On busy days, the Daly City store gets an average of 250 orders, with each order averaging about \$16-17. This number was taken from a week's worth of sales divided by the amount of orders during that week. Normal operating hours of the brick and mortar store are 10:30am - 10:30 pm, and seeing as the truck needs time to travel back to our commissary, (and given Off the Grid's operating hours as an example event hours), we can expect the truck to be open five hours a day. Our capacity is less than a brick and mortar store so we can estimate about 75-80 customers a day, assuming a modest average of 15 customers/orders an hour. With these numbers, we can estimate safely \$1200 revenue per day.

Distribution/Fulfillment

Our distribution objectives would be to increase the availability of Hawaiian BBQ by taking the culture to the customers, rather than be set in stone at a brick-and-mortar location. This will allow us the flexibility to do the job of the customers, and bring the restaurant to them. This would allow us to expand on our channels of distribution, expanding from the traditional brick-and-mortar storefront.

Place/Store

- Off the Grid - a food truck event that brings together all kinds of cuisines together. Hosts over 3300 events a year, with over 320 food trucks. Attendance of 60k+ weekly over all markets they host.
- Outside of Business Buildings/Parks - business parks naturally have busy foot traffic, as professionals are coming to work and leaving. They are all looking for a quick bite during their busy schedules. One specific building we can park outside of, is the San Francisco Police Department. As they make huge orders almost every Saturday morning for 10+, they show great interest in our product.
- Close proximity of churches - Every Sunday at about 12 noon, the store gets packed and busy with church goers just leaving church and coming in for lunch, if we can bring the restaurant closer to them, we can better serve them and attract them away from competition.

Promotion

Website

Current website is a general website, but not site specific. Does not include prices and not all items available in the restaurant, as items vary restaurant to restaurant. Propose a new website to track and view menu and prices of food truck. Website will provide customers with the location and times of the truck throughout the week.

Promotion

L&L currently holds a good presence on Instagram, and posts customer pictures featuring their product. We can create a specific social medias for the food truck, and communicate and interact with customers on the next location of truck and interact to build stronger relationships and more loyal audience. Advertise promotions available for those specifically on social media, to grow a bigger audience. L&L can even offer some type of rewards program specific to the food truck, like a free musubi after ordering your tenth musubi.

The promotional budget would be relatively cheap, considering it will mostly be done online. In addition to the online promotion, given our target customers' tech savviness, we can create physical flyers and rewards cards that would track a customer's progress towards a free reward. A lot of promotion would come from simply having our brand on all of our serving materials. For a batch of 1000 printed flyers, it would normally cost us \$150 from vistaprint.com. Instagram would as well be used to promote surprise promotions that will only be seen by followers.

We can also continue to keep posting customer reactions and photos of our food, and have a social media team to personally respond to followers. This will help keep up a friendly, caring brand image, showing that L&L listens and cares about what it's customers think.

Conclusion & Recommendations

In conclusion, we recommend L&L Hawaiian Barbeque purchase and operate a food truck that works in the Bay Area as our data leads us to believe consumers here will be receptive to the idea. We also recommend investing in a quality vehicle that will lead to longevity for the equipment inside it, instead of a cheaper option that will be costly in repairs later down the line. In addition to that, we recommend that the process for obtaining permits and licenses be started immediately, as implementation time will be costly if the company is just waiting on paperwork to clear. Finally in this operation, we recommend serving select items from the menu that are quick to prepare, take up little physical storage space, and have high profit margins. These are the items that use chicken, spam, and rice as their main ingredients.

We believe L&L and the Bay Area would both share in the benefit of having a Hawaiian food truck in town. From the company's humble beginnings to its worldwide presence today, we believe the best next step to take is on the road.

Sources:

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The screenshot shows an eBay listing for a 2009 Workhorse Food Truck. The listing includes a price of \$55,000.00, a 'Buy It Now' button, and a description of the truck's features and condition. The listing also includes a 'Free local pickup' option and a '5 viewed per hour' badge. The seller is 'rolling-kitchens' with a 100.0% positive feedback rating.

eBay Shop by category Search for anything All Categories Search Advanced

eBay > Business & Industrial > Restaurant & Food Service > Food Trucks, Trailers & Carts > Food Trucks & Concession Trailers Share

2009 Workhorse Food Truck Customed by Rolling Kitchens | 22ft Brand New Kitchen

5 viewed per hour

\$55,000.00

Free local pickup

See details for delivery est.

- New other (see details) condition
- No returns, but backed by eBay Money back guarantee

"2009 Workhorse Well Maintained 30ft Truck with 22ft Kitchen. New Tires. We custom build food trucks to your specifications and kitchen's need. Kitchen Load 3 Bay..."

Read full description See details

Buy It Now

Add to cart

Watch

Sold by rolling-kitchens (131) 100.0% Positive feedback Contact seller