

- ▶ product differentiation
- ▶ formulating a development strategy
- ▶ presenting recommendations



3.6 Case study Big Jack's Pizza

Discussion

1 In one minute, list as many fast-food businesses as you can. How does each of them try to differentiate itself from its competitors?

Scan reading

2 Read the documents and answer the questions.

- 1 What sort of company is Big Jack's Pizza?
- 2 Who is Jack Jr?
- 3 What is Big Jack's USP (unique selling point)?
- 4 What proportion of Big Jack's customers eat in the restaurants?
- 5 What is the company's development strategy?
- 6 What is the biggest threat to the company?
- 7 What do customers like and dislike about Big Jack's?
- 8 What four changes is Jack Jr suggesting?



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✉ INBOX | REPLY | FORWARD

Re: Marketing meeting tomorrow
Billie, Mick,

I've attached the latest figures and customer-feedback summary, which seem to confirm what we discussed last time. Restaurant sales are holding up but, as expected, our takeout and delivery revenues are down again this month.

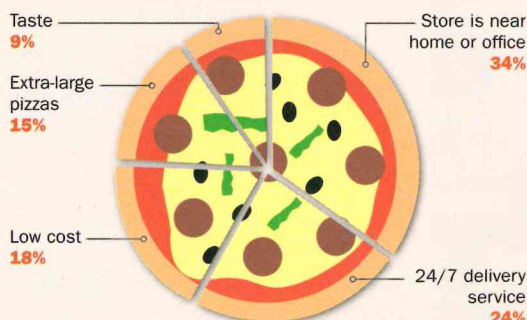
If we want to defend our market share against Pizza Hut and the other international majors, and attract new franchisees, we desperately need to relaunch our product.

So, here's the agenda for the meeting:

- | | |
|--|--|
| 1 a new, more exciting range of pizzas | 3 a new or updated logo and color scheme |
| 2 new promotional ideas | 4 a new box for takeout and delivery |

Looking forward to hearing your ideas on all these points tomorrow.
Jack Jr
President & CEO

Why did you buy a Big Jack's pizza?



Big Jack's Pizza Revenues



Internet research

Search for the keywords *pizza box advertising* to find out how companies are using a new way to get their messages into the home.

Glossary PAGE 154

BOGOF
chequered
dine-in
franchisee
fusion cuisine
gourmet
slide
strengthen
threat
USP

Listening for gist

3  1:42 Listen to an extract from the marketing meeting at Big Jack's. What two decisions are made?

Listening for inference

4  1:42 Listen again and list the ten suggestions made by Billie and Mick. Which ones does Jack like?

5 Match the diplomatic phrases on the left with their real, more direct, meanings on the right.

- | | |
|---|---|
| 1 Of course, but we can come back to that later? | a) It's not a wonderful idea, but it's a possibility. |
| 2 Can we move on to point two? | b) It's not a priority right now. |
| 3 Well, Billie, it's been done before, but I guess we could do that. Why not? | c) It's a bad idea. |
| 4 I'm sorry? | d) I don't want to waste more time on this. |
| 5 I'm not sure that's a direction we really want to go in. | e) I know we disagree about this. |
| 6 That's more the kind of thing I had in mind. | f) Big Jack's is old-fashioned. |
| 7 I think you feel strongly about this? | g) What are you talking about? |
| 8 Things have changed since Big Jack's time. | h) It's not exactly what I wanted, but better than your previous ideas. |
| 9 This is all very interesting, but ... | i) I've decided, whether you like it or not. |
| 10 I trust you'll agree. | j) This isn't relevant. |

Brainstorming and presentation

6 Work in small groups as consultants to Big Jack's Pizza and do the following tasks.

- 1 Read the brief below from Big Jack's Pizza.
- 2 Brainstorm and select the best ideas.
- 3 Prepare a presentation to the company's management.
- 4 Present your recommendations and take questions from the class.

Big Jack's Pizza wishes to strengthen its brand and improve its packaging. Please provide advice on the following points:

- a new range of fusion cuisine pizzas: exciting names needed for at least five pizzas
- new promotional ideas
- a new or updated logo, color scheme and slogan
- a new box or box design for takeout and delivery.

Estimated impact of implementing changes on packaging and advertising costs:

- change logo + 2%
- three-color printing + 1%
- four-color printing + 2%
- non-standard box shape + 2%
- non-standard box materials + 2%.

NB Big Jack's will not accept an increase of more than 5%.

Recurrent negative customer comments:

'The pizzas all taste the same.'

'Big Jack's is old-fashioned – it's time for a change.'

'The pizzas are too big; I can never finish them.'

'The slices slide around in the box and get stuck together.'

'No different from other pizza houses – same pizzas, same colors, same box, same price.'