

Donut Industry

Target Market Research Project



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BUSN 231

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Section A:



The Marketing Environment: Analysis of the Donut Industry

A1. Current Marketing Trends in the Industry

In the past few years, there have been some major new trends in the donut industry. If companies fail to keep up, they will fall behind significantly. Potentially the most important factor in staying relevant is having an online presence, which has become increasingly important in the last ten years. There are many other interesting trends to consider.

The first major trend is AI (artificial intelligence). AI has become ever so popular in all industries, and the donut industry is no exception. Recently, Dunkin Donuts has begun using AI to “better understand customers and increase sales.” They are currently implementing this in thousands of stores, and it allows them to cater to customers more personally. Everyone else is playing catch-up in this area (Article #7).

Another increasingly common marketing trend is the use of rewards apps. For the big players in the donut industry like Dunkin’, Krispy Kreme, etc., it has become completely necessary to allow for rewards for repeat customers. Krispy Kreme is known for giving out rewards to those even without accounts for things such as graduation, good grades, etc. Anything that will get people in the door, Krispy Kreme has used. Customers have begun to expect bigger companies to have rewards apps and have even caused issues if they aren’t “rewarding” enough (Article #1).

Another major trend has been stores staying open 24 hours a day. These non-stop hours have been done by individual stores in brands such as Krispy Kreme (Website #4), but have also become some brands’ singular identity. An example of this is Hurts Donuts. One of their major selling points is being open “25/8.” This trend has become more important than it used to be as donut shops have discovered they are missing out on another type of loyal customer - night owls rather than morning people. These hours allow donut shops to capitalize on both types of customers (PI #4,5,6; CI #1,3,13).

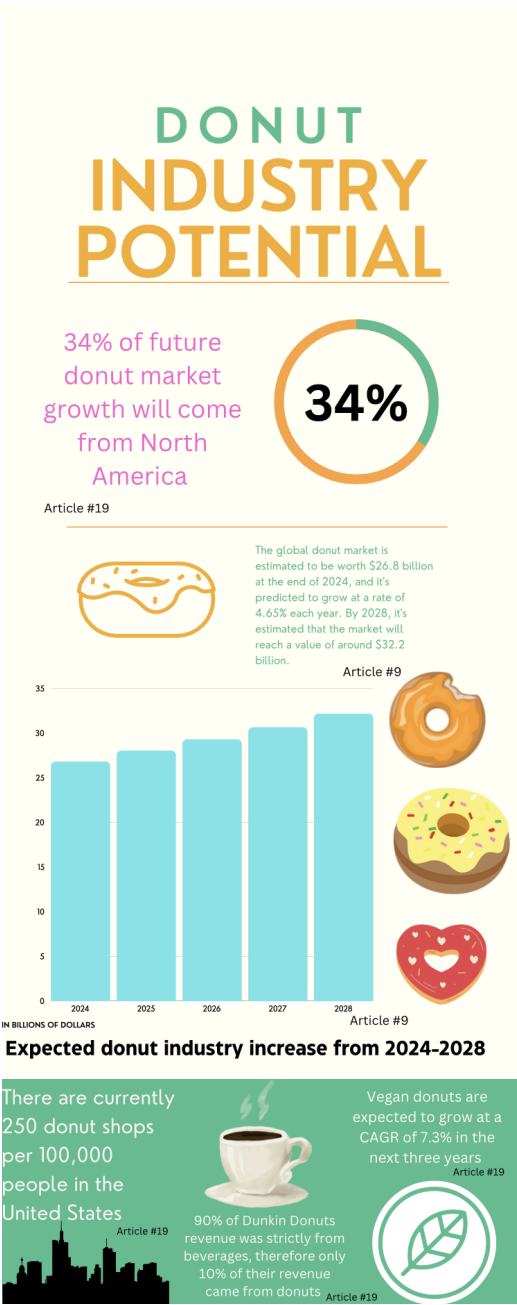
Another very emergent trend right now is donuts that are on the healthier side. Recently, with the evolving behavior of consumers, more demand has been displayed for donuts with healthy qualities. For example, donuts that are whole grain, have added fiber, lower fat, and natural ingredients have all become

increasingly popular. Many consumers have pushed away processed, prepackaged, and high-calorie foods, and donuts have been no different. Companies have responded quickly and released low-sugar donuts with added organic and fiber-rich ingredients. Some have even put real fruit in their donuts. Dunkin Donuts also responded by releasing gluten-free and sugar-free cinnamon sugar donuts (Article #6).

Another large marketing trend has been the inclusion of celebrities in advertisements and social media endorsements. This train was led by Dunkin, which seems to be the case for every major trend. This has been seen in paid ads on their social media and even the recent inclusion of Tom Brady, Ben Affleck, and others in a Super Bowl commercial. They have even gone as far as to collaborate with the likes of Ice Spice and Charli D'amelio on drinks (Article #10; Website #11).

Implications: There are many implications with these new trends as a business owner. With these trends always changing, keeping up with them and being on the front edge is crucial to being successful. AI is being used everywhere people can find a use for it, and the donut industry is no exception. My third business will use AI to analyze customer buying habits and use that data to maximize sales. Rewards apps have also been an up-and-coming important marketing tool to get people in the door. My third business will have a simple, but well-developed app to encourage users to come back by offering them rewards. Stores have increasingly been opening their doors later and later, with some stores being open 24 hours a day. My third business will be open 24 hours a day to keep up with that trend and reach a different type of customer. Donuts with healthier qualities have become increasingly popular. Knowing this information, my third business will offer gluten-free, sugar-free, dairy-free, and organic donuts to pull this crowd in. Another very recent trend has been the inclusion of celebrities in advertisements. My third business will send local influencers free donuts in hopes that they will promote this brand on their own personal social media page.

A2. Industry Potential



Implications: The donut market is well-established and has a large presence in North America. These statistics communicate an extreme amount of competition, but they also indicate a huge

growth potential. While it may not be easy, if a niche is exploited it can potentially be huge for profits. Specifically, the vegan donut niche is bound to blow up. There is also an increasingly disproportionate amount of money being made from beverages at donut shops. This implies that for a donut shop to be successful, it needs to make and market beverages successfully.

A3. Acknowledgment of Competitive Factors

The two main competitors being examined are Dunkin Donuts and Boston Donuts, but many other Donut shops need to be considered.

Direct Competitors:

- Krispy Kreme Donuts: A large chain known for great coffee and even better donuts.
- The Doughnuttery: A local chain with incredible donuts that includes options for all dietary limits.
- YumYum Donuts: A donut chain with limitless options of food, donuts, and drinks.
- Modoo Donuts: A fun donut shop with much creativity put into the Donuts.
- Mochinut: A unique donut shop that sells pricier but more exotic donuts. They also sell teas, hotdogs, and much more.

Indirect Competitors:

- AM/PM: A gas station chain that sells donuts for cheap that you can pick up while you get gas.
- Cassidys Corner Cafe: A breakfast shop that sells donuts along with coffee, bagels, and other breakfast items.
- Menchies: A frozen yogurt shop with many options that is also a chain and can be seen all over LA county.
- Starbucks: A coffee shop chain that also sells many different breakfast items.

The donut industry is extremely competitive, especially in LA (Article #4). With a significant amount of predicted growth, this is only going to get harder (Article, #5, #6). Donut shops, specifically ones with higher customer counts, have been keeping up with trends and continually pushing donuts harder and harder. This can be specifically seen with the demand for later hours so people can purchase all throughout the night (PI #4,5,6; CI #1,2,13). It also has become increasingly popular to sell items that are not donuts. Often people buy things such as croissants or bagels at donut shops. It is important to supply donuts and other items (PI #3,6,8; CI #4,10,12). Another trend

bringing people into a donut shop is themed donuts. Holiday donuts, sports-themed donuts, etc. bring in a large number of people (PI #2). Coffee is also one of the most important, if not the most important, factors outside of donuts (PI #8). The most successful coffee shops are selling coffee.

Implications: As the owner of a new donut shop, you need to be consistently and habitually scanning and interviewing others in search of new trends to stay on top of the ever-growing LA donut market. The industry as a whole has a very strong future ahead of them, but owners must stay up-to-date with these trends or it will be hard to stay on top (Article #1,3,5,6). It also is important to sell coffee. Coffee shops are an extremely indirect competitor with donut shops and selling it will give donut shops a great advantage. It is also extremely important to keep up with events and make themed donuts to go along with them. Another mark of success is selling breakfast items besides donuts, and keeping doors open later. If we can do all of these things, we will have a strong chance to compete with the vast number of LA donut shops (Article #4).

A4. Acknowledgment of Marketing Technology Factors

Donuts have remained pretty much the same throughout recent history. While there have been minor changes in flavors and ingredients here and there, the major changes in the industry have come in the form of technology. Apps have become the norm for major donut chains and production has become vastly easier with better technology.

Apps have become a staple in major donut chains. For example, Dunkin Donuts and Krispy Kreme (two of the biggest donut chains) have apps that are mainly known for their rewards (Website #1,4; Article #1). They also can be used for ordering ahead of time. This is especially common with Dunkin' as their coffee is very popular. People will order ahead so when they get there, they end up getting their coffee and their donuts at the same time. It has been an issue previously as the donut is served right away and the coffee is served minutes later. People are in a rush and this pre-ordering solves that problem.

Third-party apps, such as Doordash or Grubhub, have become staples for these industries (Website #13). They have made it so you can order donuts to your home, which is not typically a service offered at donut shops. This has made donuts increasingly accessible, as some do not have the means to reach certain stores due to not having cars, being sick, etc. This expands the customer base massively. If you are not set up with these apps, you are missing in a big way.

Donut-making technology has also made a huge jump, primarily due to Krispy Kreme's automated donut maker. This technology is famous primarily because you can watch the donuts being made, which brings a source of entertainment to the storefront, but it is also extremely effective. While this technology is incredible, there have been even greater achievements in the area. Krispy Kreme is now unveiling a system that fills, sprinkles, frosts, and even packages the donuts automatically. This is going to save them millions of dollars a year in workers' wages, and it will be the industry standard in the near future (Article #12).

Social Media and websites are almost becoming a requirement to be relevant in the donut world (Website #1,2,4,5,7,8,9,12). Brands have created massive influence, Krispie Kreme and Dunkin Donuts specifically, have multiple millions of followers on Instagram. Not having social media or a website is a major disadvantage in the donut industry today.

The most significant recent advancement in the donut world is the introduction of AI. Dunkin Donuts has begun using AI to analyze customer data to better meet their needs and wishes. This is all fairly fresh, but in the coming years, it will become significantly more important (Article #7).

Implications: Technology is rapidly advancing and those who don't advance with it will be left behind. In today's day and age, it is becoming a necessity to have up-to-par websites and social media. It is also important to be signed up for third-party delivery apps and create a rewards program that will retain customers significantly more. Two things that will require the most funds are using AI to analyze customer data and having fully automated donut machines. While this is all incredibly important, the "absolutely necessary" factors to help a donut shop remain successful are a website, social media presence, and a rewards program. Our budget needs to be in this field until we can afford the massive amounts of R&D for the bigger items mentioned. Handmade donuts and a simple marketing team can still make waves in the industry

A5. Acknowledgment of Political/Legal Factors

Since the donut industry is in the food industry, there are many rules in place to make sure the food is safe. The most common lawsuits coming from the donut industry are related to unsafe or false ingredients/food invoked illness (Article #13,14). Avoiding these is of the utmost importance, and adherence to laws regarding general food safety will keep these lawsuits to a minimum.

Allergies are a whole different story. There are not very many laws regarding allergies besides the basic labeling to show what common food allergies the donuts may contain. It is still of the utmost importance to be extremely careful in how we deal with food allergies (Article #17). If one person dies from our shop's food, and it is because of an allergy, we could lose everything. It is extremely important to invest in the correct sanitization and train employees to create an allergy-safe environment. Some shops have even gone as far as making their whole brand focus on keeping things allergen safe, as there is a market for these customers (Article #16).

There are also major copyright issues in the donut industry. Recently, a vaping company was sued by Dunkin for stealing their name to promote E-cigarettes (Article #15). It is also common for other donut shops to attempt to steal copyrighted flavors (Article #12). You need a strong legal team to successfully scale in this industry, otherwise, you will be kicked into the dust by immoral companies willing to take your designs, flavors, and ideas and claim them as their own.

Politically there are also issues because some people choose not to go to donut shops or restaurants if they do not share their political opinions. They may also avoid them if they state their affiliation and have a differing opinion (Article #12). This leads to a tough decision on what to do, but even non-liberal food chains like In-N-Out and Chick-fil-A have displayed massive amounts of success even without appealing to the liberal agenda.

Environmentalists have also been charging after specific donut branches for the consumption of meat. This has caused major R&D issues and forced brands to focus on appealing to this group of people (Article #12). This should only be an issue at a large scale and will also only be an issue if the donut shop decides to sell meat or anything else that has a questionable impact on the environment. While it is important to appeal to these people, they are only a small part of the consumer base and it is impossible to please everyone.

Implications: Adherence to food safety regulations is extremely important to every food service business, and donuts are no different. This is not something we should take shortcuts on. It's important to invest money in making an allergen-safe environment so people with allergies can feel safe consuming our donuts, and we can avoid lawsuits. Politically and environmentally, staying neutral is preferred as either side could turn on us and cost us customers. There is major space to make a huge wave in the donut

industry by making our staple iconic flavors or campaigns that can't be copied. If we can make waves and prevent copying, we could own the local industry. Overall, we need to invest money into basic food safety, allergen safety, and copywriting our iconic flavors/campaigns.

A6. Acknowledgment of Social/Cultural Factors

Recently there has been a stark rise in the demand for healthier options, which ironically enough affects donut shops. While some customers want less fat, less sugar, etc., the most popular new donuts have been gluten-free and vegan (PI #12). Keto Donuts have become an even bigger niche, and the doughnuttery is the only store in the area doing them. Celiac Disease has also been on the rise in the US causing more people to look for gluten-free alternatives (CI #8). With a rising rate of about 7.5% per year, it is definitely something to look out for. Some people just eat gluten-free for health reasons as well, regardless, the desire for gluten-free and other healthy donuts is on the rise (Article #20).

There has also been an increasing high pressure on companies to be eco-friendly in everything they do. Failure to do so has caused a loss of business, especially in a very liberal state like California. This has been seen in larger brands like Dunkin Donuts, which have more of a spotlight on them. They have made the change to all paper cups for hot coffee, as opposed to their previous styrofoam cups. These cups have been certified by the Sustainable Forest initiative. They have also undergone efforts to become more energy efficient, use strictly rainforest initiative-approved beans, and advance sustainable palm oil sourcing (Article #21). Overall, there has been high pressure on companies to be more environmentally friendly, which is just the tip of the iceberg.

Social media has had a major impact on the donut industry. Brands like Hurts Donuts, Krispy Kreme, and Dunkin Donuts have developed massive followings on all social media platforms (website #7,8,9). This is mainly because our culture has shifted from finding new food on Google and instead gone to apps like TikTok, Instagram, and YouTube. While brands do a lot of their own work, creators have also begun posting their favorite stores and recommending them to people, as it is mutually beneficial. Younger employees in the industry have noticed this cultural shift and want to follow it deeper, but older owners who don't understand it have pushed back (PII #12). Our culture has shifted into using social media as a means to find donut shops and we should adapt and lean in.

Los Angeles itself is labeled as a donut town and has a vast amount of competition, but recently many donut shops have been founded and had success because of niche exploitation. A company out of Hawaii brought their company here and started a cult following. Culturally, LA has a love for diversity, and this means there is always room for a new type of donut shop, even Hawaiian donuts (Article #4)!

Implication: Many different social and cultural factors go into starting a donut shop. It requires an understanding and supportive measures put in place to serve those who have preferences (or allergies) that demand healthier alternatives like gluten-free, keto, or vegan donuts. It also requires adherence to the eco-friendly measures the general public wants to put in place. You also must adapt to the cultural shift of social media being a food discovery app. Specifically in LA, you have to find a niche and hit it hard, because there is stiff competition, but always room for more diversity.

A7. Decision-Making Factors

1. Friendliness of Service(CI #1,8,13,14,15,27,28,29; PI #1,3,4,6,7,16)
2. Speed of Service (CI #1,5,21,23,26)
3. Donut Quality (CI #1,2,4,7,8,9,12,13,14,16,24,27; PI #8,9,10,14)

4. Loyalty to shop (CI #2,4,8,11,12,15,25; PI #4,6,9,14)
5. Alternative Foods to Donuts (CI #4,10,11,12,14,28; PI #3,6,7,8,14)
6. Proximity to Customers (CI #2,5,6,7,11,23; PI #9,10)
7. Coffee Quality (CI #4,5,9,16,18,19,20,21,25,26; PI #4,8,9)
8. Good Atmosphere for hanging(CI #4,5,11,17,19,23; PI#1,3,7,8)
9. Donut Freshness (CI #1,4,5,9,13,14,22 PI #10,13)
10. Open during most hours(CI #1,2,13,14,21; PI #4,5,6,16)
11. Variety of donuts (CI #8,16,20; PI #11,12)
12. Value for Money (CI #3,9,17,18,23)
13. Allergy Considerations (CI #8,16;PI #12)

Implications: After seeking out the decision-making factors customers use when choosing donuts, it was clear that donut quality and service were at the top. If you don't get one of these right, you will lose major potential in your business. The main focus of a donut shop should be those two things. Training should be adequate and the donuts should be perfected. Besides those two things, finding loyal customers, providing alternative food, and proximity to customers are close in importance. This leads us to need to create relationships, provide alternative food, and pick a highly-populated area with much foot traffic.

Section B:

Competitive Analysis

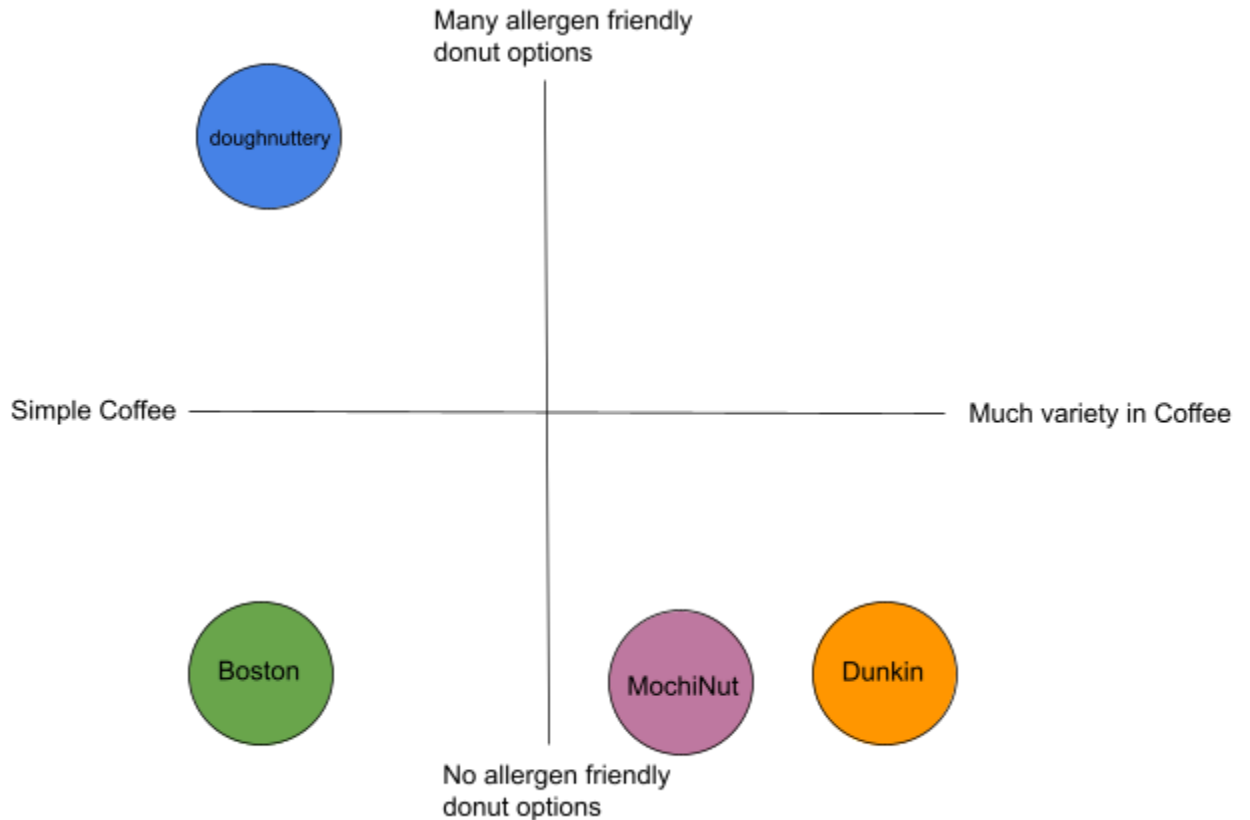


Competitor #1

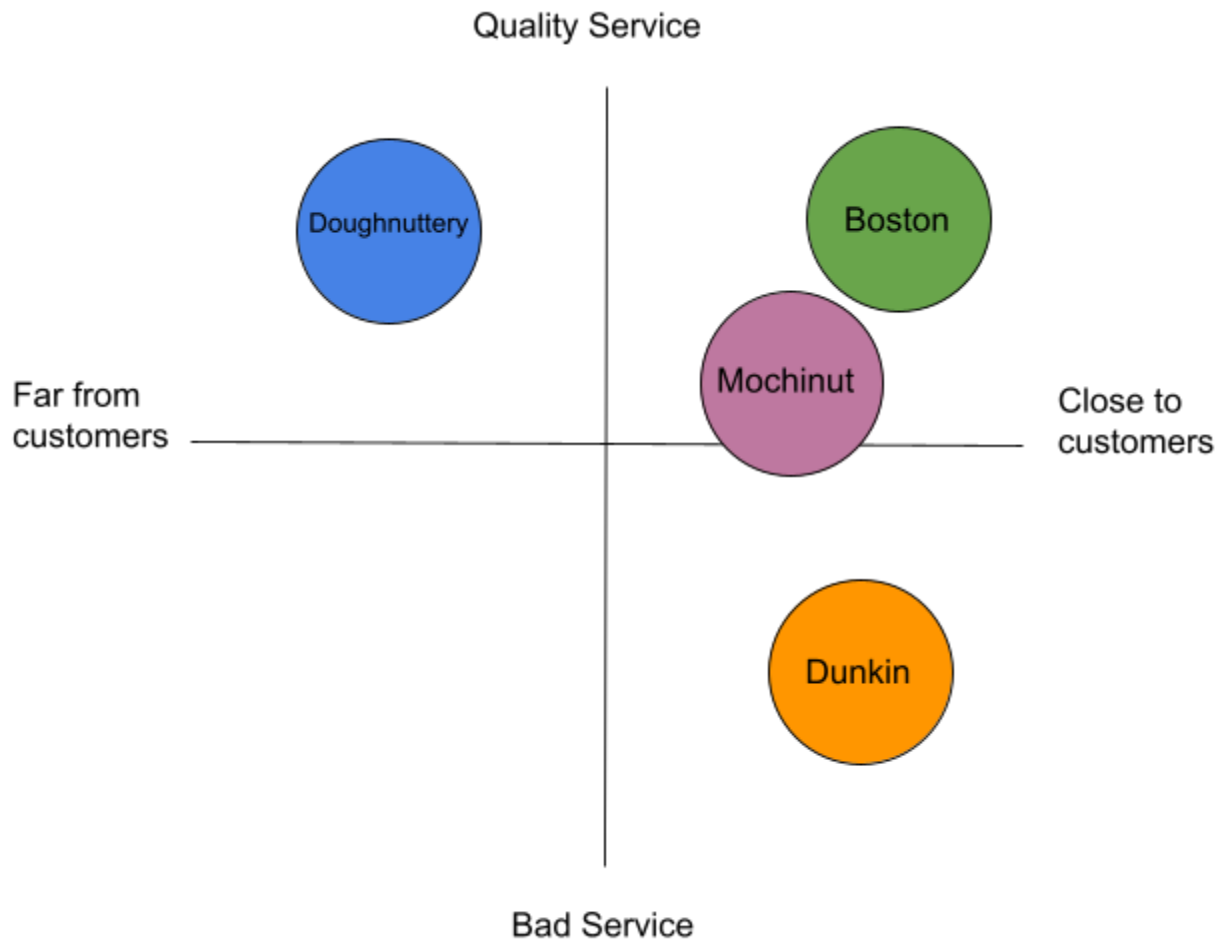
Dunkin Donuts

Whittier, California

B1. Positioning map



Positioning Map 1 shows many current donut competitors and their range of variety in coffee and allergen-friendly donut options. Dunkin sits in the bottom right corner, which is not necessarily a bad thing. While Dunkin lacks allergen-friendly donut options, they are great at having an extreme variety of coffee (Website #1). Coffee is one of the most important decision-making factors for Donuts shops, and Dunkin having many options makes them a forced to be reckoned with in the market (CI #4,5,9,16,18,19,20,21,25,26; PI #4,8,9). They also price their drinks relatively well, which makes it even more of a strong point(CI #3,9,17,18,23). Their market presence even pulls away from some coffee shops, since they make such a point of good coffee. However, they miss out on some major businesses by not providing allergen-friendly donut options (CI #8,16; PI #12).



Positioning Map 1 shows many current donut competitors and their range of service quality and proximity to customers. Dunkin Donuts is not known for its service and has averaged 2.5 stars on Yelp, which is not a good rating (Website #2). This puts them pretty low on the service quality scale. This can happen quite often to huge chain restaurants. They become low-quality experiences as they are stretched more thinly. Dunkin does have good proximity to customers (Map #1). It is off one of the main roads in Whittier and around many other retail locations, schools, hotels, etc. These busy areas help produce customers. They have a great location and people generally don't have to travel long distances to get there, which is key (CI #2,5,6,7,11,23; PI #9,10). They also have many locations so even if they are far from the one in Whittier, there is bound to be another one close by (Website #1). This gives them a huge advantage. However, this is not necessarily true in every case as they are somewhat spread out. The Whittier location is close to 10 minutes away, which is not incredibly convenient. There is also no closer location.

B2. Primary Target Marketing Analysis

1. Primary Psychographic

Ranking: The most important part of Dunkin Donuts marketing is their psychographics. Dunkin appeals heavily to convenience seekers (CI #21). They do this by having a drive-through, mobile app ordering, etc. They also appeal heavily to frugal people. They have many deals and decent pricing, specifically on specialty coffee, which can be much more expensive at stores like Starbucks. They also appeal to those who desire fast service. Dunkin does a good job of getting things done quickly. All of these factors characterize Dunkin and make it a top pick for the many people who value these benefits. If you want convenience, value, and speed (which a majority of the population desires), Dunkin is where you should be.

2. Primary Geographic

Ranking: The main brick-and-mortar Dunkin Donuts store we are focusing on does many things well, including but not limited to Proximity to a school, proximity to a major road, proximity to apartments and homes, etc., However, it is not the most important part of its geographic marketing technique. Dunkin has made it a point to be all over not just the United States, but the world. Many countries have traveled to have Dunkin's. They put themselves in airports, train stations, and other places filled with lots of people. Most importantly they adjust well to the geographic location's cuisine. For example: in China, they made dried pork donuts with seaweed, but funny enough, it works there. The reason Dunkin's geography is so important is because it appeals to the majority of the world by being everywhere and adjusting the menu accordingly. (Website #1,7,11)

3. Primary Benefits

Ranking: Primary benefits are ranked third, because, unlike Boston Donuts, Dunkin's main goal is not a perfectly delicious product. While some of the food is enjoyable, some of it is also utterly horrible. The benefits of this place are mediocre donuts, mediocre coffee, mediocre service, etc. Nothing screams THIS IS INCREDIBLE when it comes to benefits. That's why this is third, people are coming here for different reasons(CI #15,17,18,19).

4. Primary Demographic

Ranking: Demographic comes in last solely because Dunkin's Demographic is so large. They try their best to capture as many people as they possibly can and do this all throughout the world. If they were trying to capture a smaller group of specific people, this would definitely be higher, but the actual demographic of people they are trying to capture is not niche by any standard(Website #1,7,8,9,11; CI #15,16,17,18,19,20)

B3. Customer Experience (CX) & Strategic Examples:

Customer Experience Objectives:

Dunkin Donuts aims to bring decently priced but mediocre coffee and donuts to customers extremely conveniently and quickly (Website #1,2).

Customer Experience Analysis and Strategic Examples:

Dunkin Donuts follows the formula of the major fast food chains of America, and it works in their favor. They prioritize speed, convenience, and loyalty to keep their chain afloat. When you walk into Dunkin Donuts there is about a 50/50 shot you have a good customer service experience. The food is decent, but not anything great. One thing is for sure, you will get your food conveniently and quickly (Website #2).

There are many great advantages to Dunkin. First, people are always in a rush in America, so getting your food fast is incredibly important. That is why brands with drive-throughs get so much traffic. It makes getting food convenient and faster, especially with popular mobile ordering systems. Mobile ordering allows people to get things even faster than they normally would in a drive-through (CI #18).

Dunkin does a great job at customer retention. It isn't with relationships, and even those would be hard to track location to location, it is through technology. Dunkin provides an incredible rewards program that allows customers to save big and get rewarded for coming back (CI #18). This incentivizes people to keep coming back. People love free stuff! They also set the gold standard for websites, social media, etc (Website #1,7,8,9). Everything is done wonderfully well.

Unlike competitor #2, they really don't seek any relationships with customers. It is all transactional. It just isn't in the brand DNA. There is really no love in the building and the reliance on sales comes solely from their other marketing strategies. If they do attempt to have great customer service, it is not made

obvious. All the front-line employees are there to do is make money. It is very obvious they don't want to be there (CI #16,19,21).

Unlike competitor #2 Dunkin also doesn't give employees the freedom to give out free products consistently. It is more tightly run. They move like corporate robots instead of humans(CI #15).

They are also very up-to-date on all trends and do seasonal/holiday theming very well. This is a very effective customer retention strategy because people want to try the new holiday flavors, buy Super Bowl-themed donuts, etc (PI #2). People also want to buy things that are associated with trends, so by making an "Ice Spice" drink, people will be curious since she is trendy(Website #11). This is something that competitor #2 does not do well. While Dunkin does all of this, it still does not put out an amazing product, but it still drives much customer retention with their strategies.

Strengths:

- Convenient (Website #2)
- Fast service (Website #2)
- Gold standard technology (CI #18,25,26)
- Great rewards program (CI #18)
- Great job with trends (Website #7,8,9)

Weaknesses:

- Poor Customer service (CI #16,25,26)
- Mediocre food (CI #16)
- Employees have little freedom to go above and beyond (PI #17)

B4. Pricing Objective (CX) & Strategic Examples

| Item | Dunkin Donuts | Boston Donuts | Industry average |
|--------------|---------------|---------------|------------------|
| Donut | \$1.69 | \$1.50 | \$1.25-\$3.00 |
| Small Coffee | \$2.55 | \$1.55 | \$1.50-\$3.00 |

Price Objective: Dunkin Donuts' pricing strategy is to meet competition.

Price Analysis and Objective: Dunkin Donuts tends to align with the industry average in the donut business (Website #1). This is smart because the donut industry is very competitive and raising prices can cause you to lose many customers. Dunkin prioritizes its competitive advantages to make money and match pricing with similar stores. This allows them to have the same prices as small firms, but have a massive network of resources that smaller businesses don't have access to.

The pricing is well received at Dunkin and even though the coffee is more expensive compared with competitor #2, it is still a good price compared to the likes of Starbucks and other indirect competitors(CI #17,18). This is important because they are significantly bigger than their coffee, and their pricing is a key factor in that. They picked a perfect price point, it isn't too expensive, but they are still making a good amount of money on each coffee.

Dunkin Donuts is a more value-conscious brand. The price and quality relationship is what you would expect. The prices are low and the quality is average at best (CI #16). You pay for what you get, however, customers specifically in America receive this well. This is why McDonalds has so much success.

Customers generally perceive the pricing as fair. The coffee pricing is decent and the donut pricing is really reasonable (CI #17,18). They also have rewards, which leads to an even more positive view of the overall pricing(CI #18). Customers are happy with the current state of prices.

Their pricing is one of the most important factors in their marketing. It positions them perfectly in the market for maximum income. They are positioned to be a major fast food chain in America, and that is exactly what they have become.

If Dunkin raised their prices by 20% many people would jump ship and go to competitors like Krispie Kreme and Starbucks. People are going there for pricing and convenience. If they lose the pricing aspect, people will find the second-best place. If they lowered their prices by 20% they would probably gain more business. They would take a market position similar to Taco Bell and be scraping the bottom of the barrel in a sense, but overall they would gain more customers, specifically cost-conscious customers.

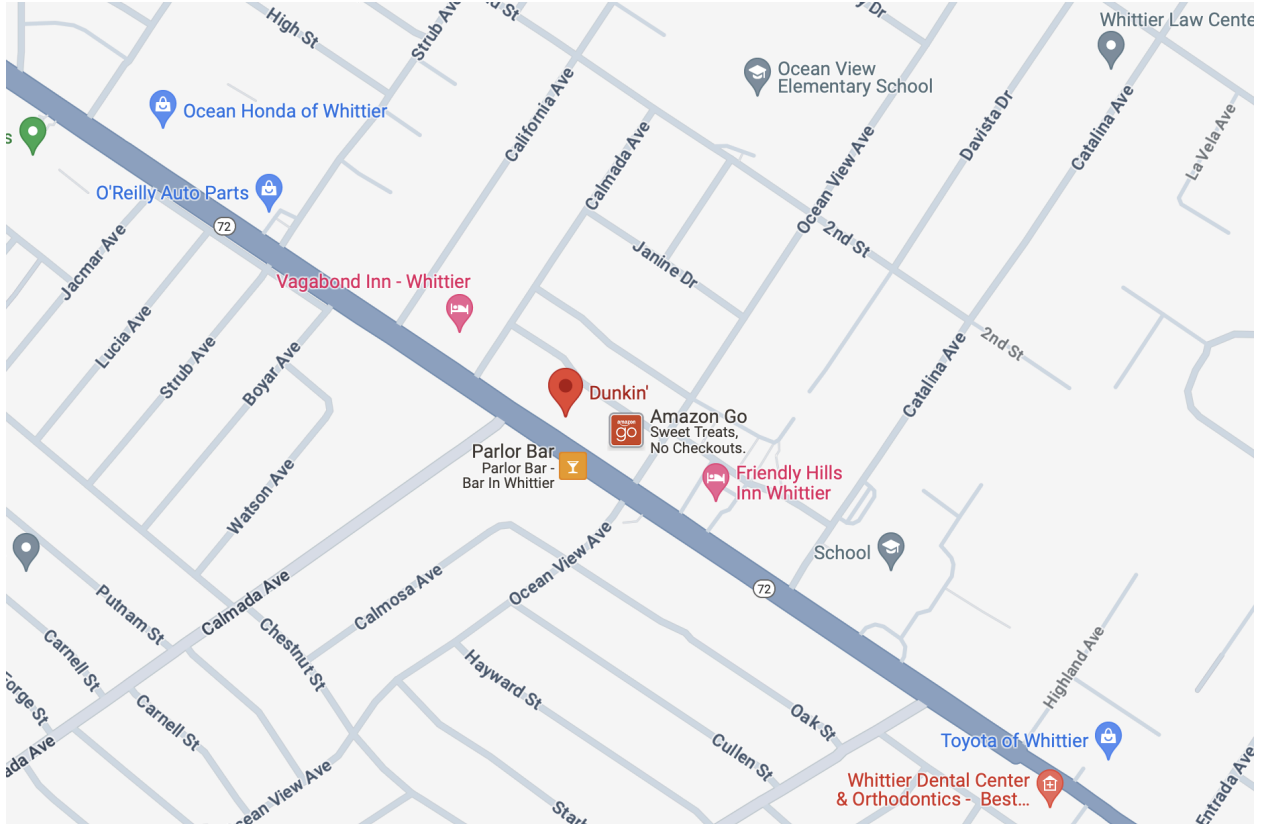
Strengths:

- Decently low pricing attracts cost-conscious customers (Website #1; CI #17,18)
- Aligns with the industry average and allows them to shine elsewhere (CI #16,17,18,19)
- Undercuts major coffee competitors (CI #18)

Weaknesses:

- There are better alternatives quality-wise for the price (CI #16)

B5. Place Analysis and Strategies Discussion



Place Objective: Dunkin Donuts has many locations all over the world, but specifically we are looking at the location in Whittier, California. This location is on Whittier Blvd, which is a main street in the city. The store itself is near many homes, apartment complexes, many schools, and many other places (Map #1). It sets itself up to have a customer base solely on proximity to their homes, workplaces, etc. This appeals to their target market so much because they are all convenience seekers. If all a customer has to do is turn right once to get to Dunkin on the way to work or walk a few hundred feet from their homes they love that (CI #2,5,6,7,11,23; PI #9,10). Their psychographics are those types of people. This is why their placement is so great.

The competition is close as there is a donut shop next door and a few other ones a few blocks away. This is poor placement on their part, but it is a key area so there is a reason they are all there. If they were to move two miles away there really wouldn't be any positives as the area is scattered with donut shops and

they would only get a location with less foot traffic. They are in the ideal location for their target market, but many similar locations are equally ideal. They really could not become more accessible, they have a very easy location to find that is off of a main road and near many places with heavy foot traffic. They also have a drive-through which allows for a lot more accessibility and most donut shops do not have those. The only true critique is their proximity to any major highways. They would be considered off-the-beaten-path for anyone trying to get a donut that is driving on a main interstate. This would probably increase their customer base by a decent amount as it expands it to people traveling past Whittier, not just those in Whittier.

You are also able to order Dunkin on Doordash, which is extremely essential to accessibility (Website #13). People can get their products, even if they are on their couch. Again the importance of the drive-through and curbside pickup here is key. Dunkin does many things for accessibility that other donut shops shy away from. They are always on the leading edge in this department (Article #1,7). They also offer indoor seating which is key, but they do not offer outdoor seating. The vibe on the inside is also generally off-putting and does not encourage a long stay (CI #19).

Strengths:

- Many locations (Website #1)
- Located next to schools, shopping areas, and other places with high foot traffic (Map #1)
- Drive-through/curbside pickup (Website #1; CI #24)
- Delivery services (Website #13,14)
- Off main road (Map #1)
- Indoor seating (Website #2)

Weaknesses:

- The off-putting vibe in the seating area (CI #19; PI #17)
- Not located near a major interstate (Map #1)
- Competition right next door (Map #1)
- No outdoor seating (Website #2)

B6. Promotion Objective, Analysis, and Strategies Discussion

Promotion Objective: Dunkin Donuts' primary promotion objective is to reach as many people as possible with a huge TV advertisement budget, great social media, an even better website, and much interaction with celebrities and influencers (Website #1,7,8,9).

Dunkin Donuts does promotion incredibly. Everybody knows the Dunkin logo and can recognize the store's unique color scheme from a mile away. They have repeatedly pressed it into our brains. They do this so they can be one of the primary recognized brands worldwide and be a safe option for people.

Dunkin also has done great work with influencers and celebrities with repeated collaborations with both parties. Most recently a few key names have popped up: Charli D'amelio one of the most followed Tik Tokers got her own drink at the store, Ice Spice a rising musician also got her own drink, Ben Affleck and J-LO were accompanied by many other stars in a Super Bowl commercial as Ben is known as a huge Dunkin fan. They are leading the way compared to almost any other brand in this type of behavior (Website #7,11).

They also do a great job running social media accounts and keeping up with trends while doing so, specifically on TikTok and Instagram. They launched a DunKings menu specifically geared towards men and promoted it on these apps with hilarious videos. They obviously hire young social media employees who know how to keep up with the times, and this is a huge strength (Website #7,9).

They also run a great website that is easily accessible, easy to navigate, has a plethora of information, is extremely aesthetic, etc. They obviously invested significantly in these digital platforms. All of these come together to create great brand awareness for this company. Almost everyone knows Dunkin Donuts.

Strengths:

- Recognizable logo (PI #17)
- Recognizable color palette (PI #17)
- Great brand recognition worldwide (Website #11)

- Capitalized on collaborations with influencers and celebrities (Website #7,8,9,11)
- Great social media presence that keeps up with trends (Website #7,8,9)
- Great website (Website #1)

Weaknesses:

- Not geared towards older people (PI #17)

B7. Personnel, Employee culture, Satisfaction, Empowerment and Training

Employee Culture: Unlike Competitor #2, there are many employees at Dunkin Donuts, and their jobs are very different from Boston Donuts. The main goal of Dunkin is quickness and efficiency. They are not trying to give the best customer experience in the world. They do, however, do a great job at their main goal. This makes order taking a quick and non-relational process and takes away from any relationship building. It is truly a task-based environment. There doesn't seem to be much room for problem solving though, it all is organized, and employees seem cautious to do anything above and beyond.

Employee Satisfaction: Dunkin provides a low-stress environment where everyone gets along with their employees. It is clear when stepping into the store that there is no turmoil in the back. They also are not under stress, as the workload is handled by many employees instead of forcing just a few to do a lot of work. They seem to be very satisfied with their jobs, to the point where they would recommend the job to others. Unlike Competitor #1, there seems to be a community in the workplace, which is extremely important to satisfaction. All the employees said there is nothing they would want to change about their work environment at all!

Empowerment and Training: Workers at the store are trained comprehensively and able to take on multiple tasks at a time. At Dunkin, you have to be able to be versatile and do many jobs, but they prepare their employees well for it. Workers are trained to take care of everything a customer may need as well, which includes taking and preparing orders. This makes wait times much shorter as one employee can do many jobs if needed. The menu at Dunkin is also relatively basic, which makes preparation a quick thing to catch on to. The donuts are not

customizable, which makes for even quicker learning. However there is some customization in the coffee sector, but it is an easy adjustment. There is an obvious difference between the amount of training they have in customer interaction and food preparation. It is disproportionately focused on food, and it shows with mediocre relationship building/service. However, the food is always ready fast. There is also little employee empowerment. They don't really get the opportunity to do anything above and beyond for customers as their goals are placed elsewhere. Overall, the company obviously has a bias towards convenience and speed of service. This shows especially in the training regime.

Section B:

Competitive Analysis



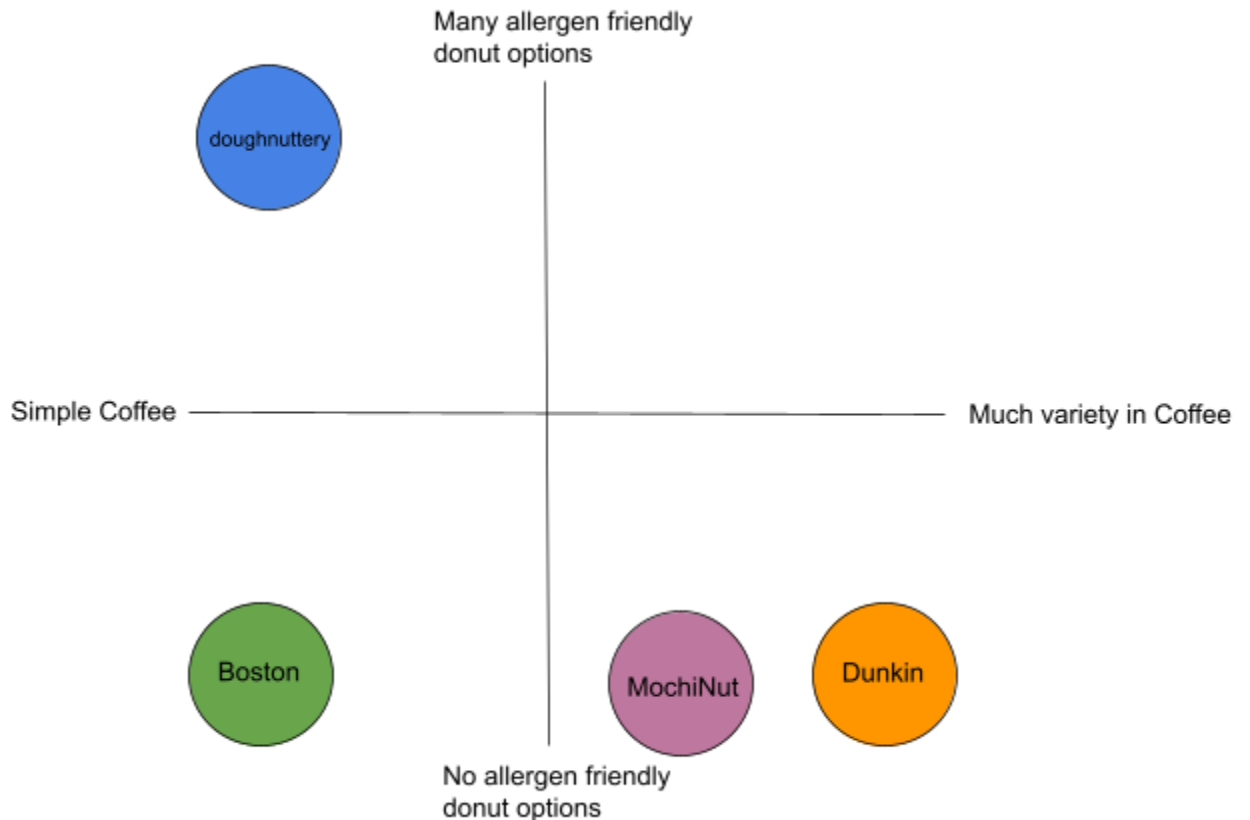
Competitor #2

Boston Donuts

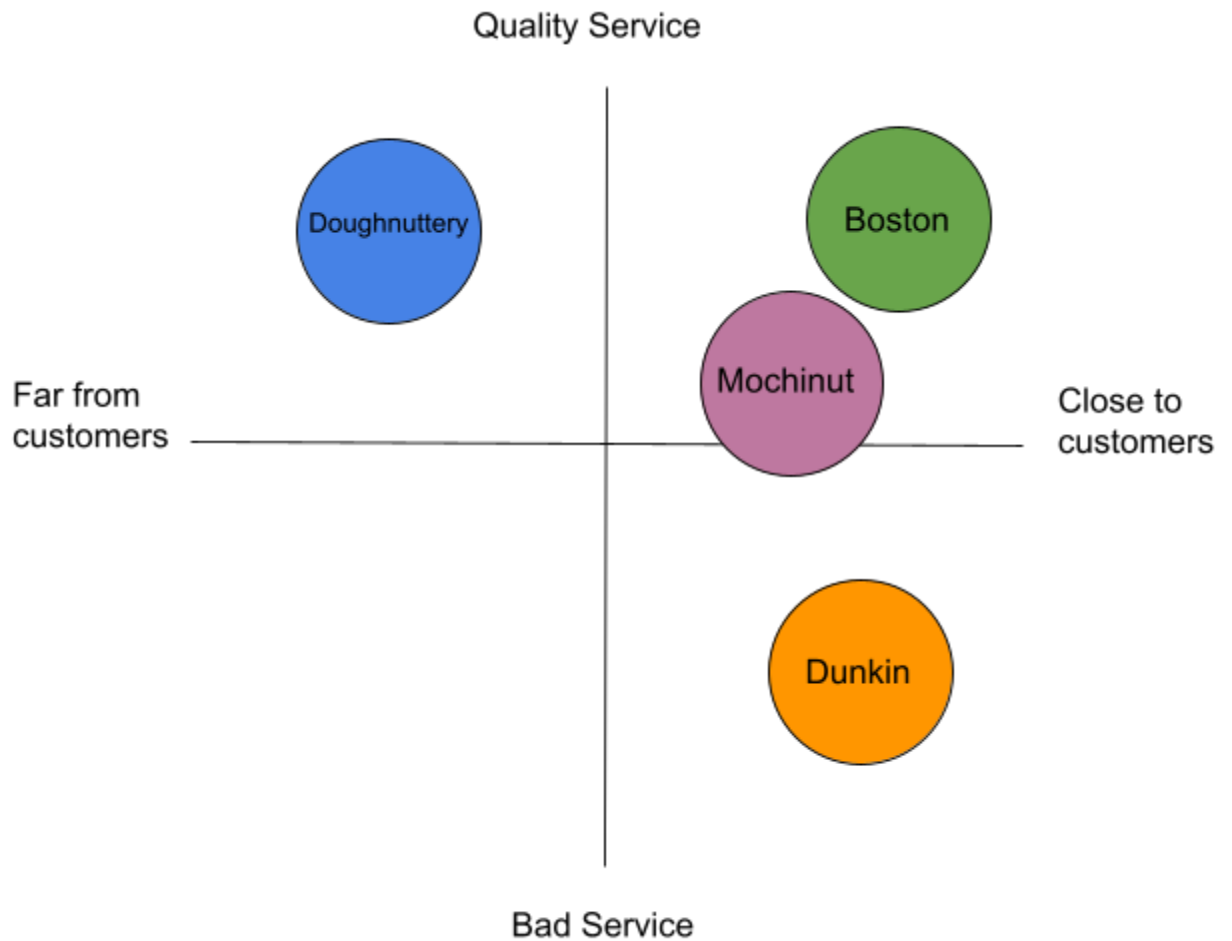
La Habra, California

B1. Positioning map

Positioning Map 1 shows how the industry prefers variety in Coffee and allergen-friendly donut options, and it shows how that is currently portrayed in the market.



Boston Donuts thrives off of simplicity and quality and sits in a corner with little variety (CI #13,14,15). The Doughnuttery has many allergen-friendly options, but since their focus is entirely on donuts, they lack coffee options. MochiNut and Dunkin share a similar position in the market, both having no allergen-friendly donuts, but a significant amount of variety in their coffee. Mochinut sits in a lower position simply because they put more emphasis on Boba and other teas than they do coffee (CI #9,12). These different companies do some things well, but they all leave a significant gap in the market. There is no representation in the sector with both variety in coffee and many allergen-friendly donuts.



Positioning map two shows how the industry is spread out regarding quality of service and distance to customers. The Doughnuttery is regarded as having great service but is off the beaten path for some customers (#7,9,22). Boston Donuts is very close to most customers that go there and has incredible service (CI#13,14,15). Dunkin' is fairly close to customers but has had reports of bad service (#16). Mochinut has mediocre service, but customers have fled there since they are close to many people's living areas (#9-12). Boston Donuts is the only company that does both proximity and service at a stellar level.

B2. Primary Target Marketing Analysis

1. Primary Benefits

Ranking: The biggest and most important pull to Boston Donuts is the benefits provided by the store itself. The pricing of the donuts is incredibly low compared to all of the other stores that were researched, but the donuts were the best we tried. Those are two of the most important factors and they executed them perfectly. The donuts being great pull the most customers to a store and they do that incredibly well (CI #1,2,4,7,8,9; PI #8,9,10). They also provide a homey-like area to eat. The cashiers are incredibly nice and people come back consistently. It is a community, not just a store. This community was formed by the service quality (CI #13, 14). They also consistently give out free donuts, and even let you try donuts before you buy them. The homey feel, consistent quality donuts and loving service are just some of the many benefits that keep customers coming back.

2. Primary Geographic

Ranking: The Geographic was ranked second because the area where Boston Donuts is located is key to their success. They are in close proximity to a middle school, a music school, parks, and a golf course, and are located on a main highway. Location and walkability are extremely important to customers and often make or break where they are going to get their donuts (CI #2,5,6,7,11,23; PI #9,10). Adults with children are also very likely to reward their kids with donuts after finishing things like school or music lessons (PI #10). All of these reasons mixed with the heavy traffic on Imperial, make the geographic location an extremely important part of this company's success.

3. Primary Demographic

Ranking: Demographics had to be placed second to last because there is an extremely wide variety of people who come to this storefront. It is located in an area with many children, adults, and elderly people and they all come to the store. While this is good for business, they do not seem to be chasing a niche. The store itself is run by people who are a little older and it shows. They have no social media and no website. This leads to a slightly higher presence of elderly people there since it is indirectly catered towards them. They specifically do things that the elderly enjoy, such as low pricing, engaged service, and opening

early in the morning. This leads to many elderly customers becoming regulars (PI #14).

4. Primary Psychographic

Ranking: This is ranked last because they put no effort into appealing to a certain psychographic. There is nothing of real value in the store and it all seems to be generic. The theming is generic, the sign is generic, the menu is generic, etc. This means any psychographic can come into the store. The only true psychographics they appeal to are those with unhealthy lifestyles. Donuts are not healthy and people who love sugar and eat unhealthily are drawn to the store, but this is not different from any other donut store and that is why the psychographic category is in dead last.

B3. Customer Experience (CX) & Strategic Examples:

Customer Experience Objectives:

Boston Donuts aims to bring good quality donuts with low prices into an atmosphere that feels like home. They want it to feel more like a family experience than a transactional one. They are all about relationships and fresh, dang good donuts.

Customer Experience Analysis and Strategic Examples:

Boston Donuts has somewhat classic strategies for its customer experience. From the second you walk into the building you are greeted by a 50-year-old woman who asks how you are doing. She then provides insight on what she recommends and the donuts she loves. You ask about one, and she gives you a mini donut to try and help you make your decision. At the end of the transaction, she rings you up and asks if you want a free donut on the house (CI #15). You end up getting 8 donuts for \$8 which is incredible.

While this strategy isn't new or unique, it is the most effective thing you can do. Creating relationships with your customers and showing them you care more about them personally than a profit is what will get you... a profit. It sounds ironic, but it is true. People do not want to spend money at corporations that do not care about them, they want a loving and relationship-driven experience. This is the ultimate compelling advantage. What they lack in modernity and other areas, is made up for in the love of the company.

There is also an obvious lack thereof in customer retention attempts. There is no rewards program, no website, no social media, and really no customer interaction besides the interior of that brick-and-mortar shop (Website #7,8,9). Some people may really appreciate this old-school way of doing things, but the younger generation has a different set of expectations and may be kept away from a store like this. They want things ready when they get there, door dash available, and the opportunity to rack up rewards points.

They do a horrible job of keeping up with trends. There are no themed donuts for holidays, which have proved to be important (PI #2). There is no specialty coffee like many of the large competitors have (Website #1, 4), and the worst part is they show no true intention to do any of these things. They keep it incredibly simple and do not care what is going on at donut shops around them. This will hurt them in the long run.

While many things are lacking in their customer retention protocols, they do one thing incredibly well, donuts. The donuts are what truly keep people coming back. Other marketing strategies are obviously important, but the taste and freshness of donuts are what people come to the storefront for. Luckily for Boston Donuts, they do it right (CI #13, 14). There is no questioning when it comes to that.

Strengths:

- Insanely friendly staff that knows how to put relationships together (CI #13, 14, PI #14)
- A homey vibe that makes people want to keep coming back (CI #13, 14, PI #14)
- Freshness on another level (CI #13, 14)
- Quality that is extremely consistent and levels above many other donut shops (CI #13, 14)

Weaknesses:

- No online presence at all (Website #7,8,9)
- No rewards program
- No Trends being actively kept up with
- No presence on delivery apps like DoorDash or Grub hub (Website #12,13)

B4. Pricing Objective (CX) & Strategic Examples

| Item | Dunkin Donuts | Boston Donuts | Industry average |
|--------------|---------------|---------------|------------------|
| Donut | \$1.69 | \$1.50 | \$1.25-\$3.00 |
| Small Coffee | \$2.55 | \$1.55 | \$1.50-\$3.00 |

Price Objective: Boston Donuts uses a low-end meeting competition pricing objective (Website #3). They are pretty average in their pricing, but go a little lower than competitors. While many donut shops have similar pricing on their donuts, it is hard to keep their coffee prices as low as Boston's. Their goal is to be a cheap donut shop where you can get a quick snack. They have maintained this image and it is obvious when you walk in they are not trying to appear luxurious or prestigious in any way.

Price Analysis and Discussion: Boston Donuts maintains low prices as shown in the graph above in all sectors, not just donuts and coffee. Other companies often keep donuts low, then hike up the pricing of coffee, bagels, breakfast sandwiches, etc., but not Boston Donuts.

Boston Donuts seems to be targeting price-sensitive customers. These customers are more sensitive to price changes. This means the price elasticity of demand is most likely decently high. Pricing is important, but not vastly important in the industry. Many other donut shops price donuts way higher than \$3 selling a luxury good, which tastes a little better and looks cooler. Pricing does not matter as much to those purchasing the more expensive goods, but some people shopping in this industry are more budget-conscious. This is why Boston Donuts also has deal pricing on half dozen and dozen donuts. Sometimes they also throw in a free extra donut to keep you coming back (CI #15, PI #14).

Boston Donuts also has an incredible quality/price ratio (CI #15,22,24). They have quality that outmatches or equalizes with almost every donut shop at a fraction of the cost. The price strategy they choose to use gives other strategies a run for their money, specifically prestige and profitability. They are putting out a similar quality product for a significantly lower price.

If Boston Donuts raised their prices by 20% it could cost them some of their loyal customers, but it still wouldn't be that big of a raise given that they already have low pricing. If they decreased their prices by 20%, nothing major would happen. They are a small business and their prices are not well known. It would only shave off a few cents a donut and that doesn't sway people heavily.

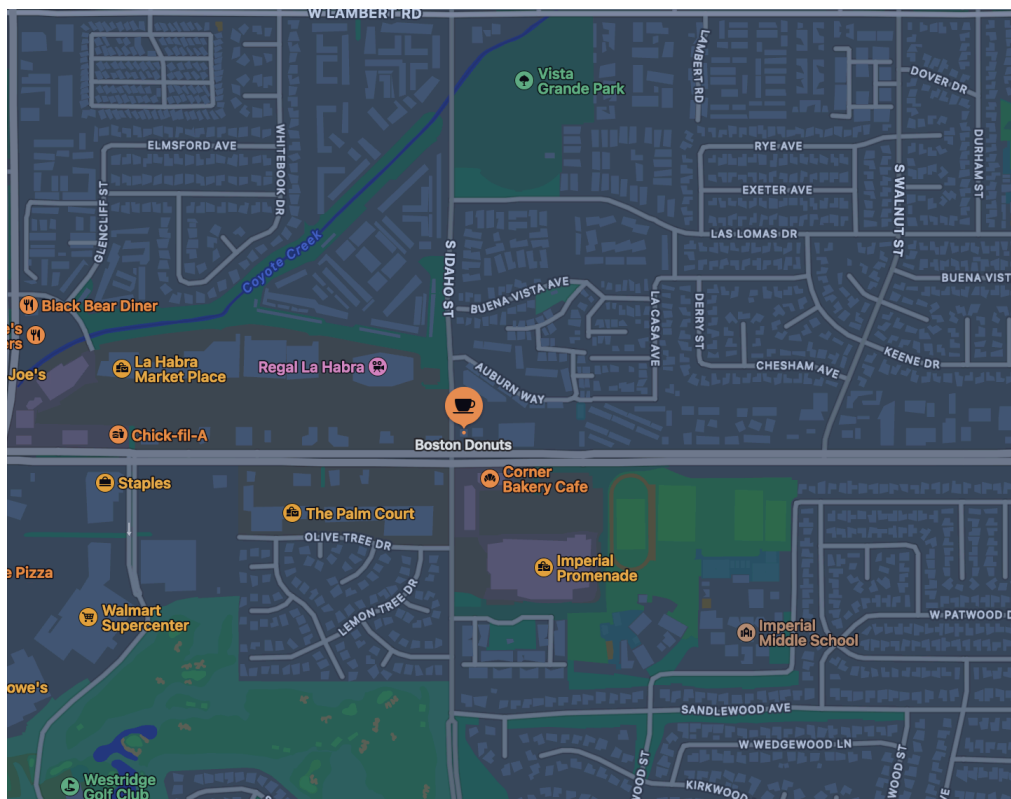
Price Strengths

- Low prices incentivize budget-friendly customers to buy (CI #22,24)
- Bundling donuts together drives prices down even more pushing sales (CI #15)

Price Weaknesses

- Profitability may be inhibited by low margins (CI #15,22,24)
- Prestigious customers may avoid the low pricing for gourmet options (PI #10)

B5. Place Analysis and Strategies Discussion



Place Objective: Boston Donuts' key place objective is to be close to its target market and far from the competition, which is extremely important (PI #9; CI #5,6,7,9).

Place Objective Analysis and Strategies: Their La Habra location places themselves in close proximity to customers' homes, workplaces, golf courses, and schools (Map #2). This gives potential customers a chance to see the store and visit it when they are attending to any of those locations. It is also on a main highway that has a lot of traffic. The La Habra location's closest competitor is almost two miles away. This leaves a big chunk of space where they are the only donut shop. This is a great advantage. No competition means customers only have one option.

If they were to move two miles away they would lose all the advantages they have in distance from competitors, proximity to untapped markets, and proximity to places with much foot and car traffic (CI #7). They are in a very good place for their target market aiming at budget-conscious people who don't want to waste gas money. They could, however, be more accessible if they offered Doordash/GrubHub support (Website #13,14). They are however extremely accessible given their great hours (CI #1,2). However, a huge setback they have is the lack of a drive-through. One of the driving success factors of competitor #1 is their drive-through. Convenience is important and this store lacks it.

Strengths:

- Located near a main highway (Map #2)
- Located near schools, parks, and a golf course (Map #2)
- Far from competition (Map #2)

Place Weakness:

- Homeless people often reside outside (CI #13)
- No drive through

B6. Promotion Objective, Analysis, and Strategies Discussion

Promotion Objectives: Boston Donuts strictly uses promotional strategies to increase awareness.

Promotional Analysis and Strategies: Boston Donuts has its main promotion outside of its storefront. They do this by having a sign that signifies that they are a donut shop. It says, "Boston Donuts," with "Coffee Roasters" underneath. This signifies to passerbyers, that not only do they supply donuts, but they also supply coffee, which is very important to donut customers (CI #4,5,9,16,18,19,20,21,25,26; PI #4,8,9).

They also are occasionally featured on food blog websites (Article 21). This is indirect and only comes from creating an atmosphere and food worth reviewing, but they have only said good things. Whether they are paying for these advertisements or not they are extremely helpful. The intention is to bring readers to the store since the reviews hype them up.

These strategies are effective but are very outdated. Obviously, signage plays a huge part in local brand reinforcement and recognition and pulls in a significant amount of consumers, but every single store has a sign. They are doing nothing different or attempting to do anything different. They also have not made any effort to have a digital presence. They do not have a website, social media, etc. The only presence they have online are reviews and they are in some food blogs, which appear to be unpaid (Article #21). This means they have not even made a single effort and are incredibly behind. The only upside to their current promotion objectives is how older people find restaurants, but they are missing out on multiple generations of people by not using the internet.

Promotion Strengths:

- **Attract older people (CI #13)**

Promotion Weaknesses

- **No website**
- **No social media (Website #7,8,9)**

B7. Personnel, Employee culture, satisfaction, Empowerment & Training

Employee Community: Walking into Boston Donuts always results in a smile and a warm greeting from an older woman behind the counter. There is usually only one person working, but unlike Dunkin Donuts, the store feels warm and loving, not transactional. There is genuine seeking of relationships as opposed to just trying to get through the work day. Even late at night, the employees are still kind. Since there is usually one employee working, there is not much community, but the employees make community with the customers and often have a few sitting in the store they will chat with. It is extremely obvious that the employees are happy with their job and want to be there. They probably would work there for even less than they are being paid. They genuinely just love people well. For example: they always talk longer than needed and give out free donuts when they don't need to. It all comes from a warmth of heart and doesn't seem like a marketing technique, even if it is. The only issue here is that there is an obvious language barrier and they can sometimes struggle to have super-intense conversations. Also, unlike competitor #1 there is no youthful presence and community. That is important to a lively store.

Employee Satisfaction: The employees are extremely satisfied. As stated before, they seem as if they would work there even if they got a pay cut. They genuinely love what they do and love the community around it. They love the regulars and they have free reign to do what they want for the most part. The management is not super strict and allows them to serve customers how they want, similar to Disney.

Employee Empowerment and Training: There is great attention to training at Boston Donuts. All the employees are super interactive and interested in the customers and it is not a transactional encounter. They also are extremely empowered to take whatever steps deemed necessary that would improve a customer's experience. They often give out free donuts, free advice, samples, etc. This is training and empowerment a company should want to emulate.

Section C:

Timeout: Critical Marketing Analysis of Research



C1. Ethical Dilemma and Action Plan

A. Situation

An ingredient that saves 25% of the cost of each donut has conflicting studies out about potentially causing type 2 diabetes. Every donut store is using this ingredient allowing them to make significantly more money on each donut.

B. Personal Tension

Every store is using this ingredient and if we were to use a different ingredient we would have to raise prices significantly to make what we were making previously. It could potentially make us have to cut employees or costs in another way, but if it is causing diabetes we should probably do everything we can to get around it. It is worth losing a significant amount of profit to lower the chance of type 2 diabetes in customers, but we really don't know for sure if this ingredient is causing it.

C. Biblical Principles

1 Timothy 6:9-11, "But those who desire to be rich fall into temptation and a snare, and into many foolish and harmful lusts which drown men in destruction and perdition. For the love of money is a root of all kinds of evil, for which some have strayed from the faith in their greediness, and pierced themselves through with many sorrows. But you, O man of God, flee these things and pursue righteousness, godliness, faith, love, patience, gentleness." Luke 16:13, "No one can serve two masters. Either you will hate the one and love the other, or you will be devoted to the one and despise the other. You cannot serve both God and money."

D. Action Plan

I will use the ingredients because we cannot afford to raise our prices that much. We would lose so much business. If further proof came out that we knew it was causing diabetes for sure, that would change things, but we can't potentially go bankrupt on a 50/50.

E. Rational

The reason I chose to use the less expensive ingredient is that I do not want to lose my company on a conflicted study. God says we cannot serve money and him, but in this scenario, it is hard to know what the right thing to do is. We would potentially cause people to be out of a job if we made the change. I want to do what is right, but in this case, it is too gray to make a huge financial decision.

C2. S.W.O.T. Analysis

Strengths

- I have done extensive research on the industry
- Awareness of customer needs and wants
- Knowledge of mistakes to avoid
- Knowledge of trends and how to find trends
- Knowledge of where placement should be
- Knowledge of Successful promotional techniques
- I have experience in logistics coordination

Weaknesses

- I have no experience in this industry
- I have a lack of knowledge on desired flavors
- I do not know how to train employees
- I have no customer base
- I have no social media following
- I have no funds for my business

Opportunities

- Donut shops have had success when they do different things
- There are many areas of social without super close donut shops
- I know how to have relationships with customers
- I can capitalize on trends before others do
- I have knowledge of design and aesthetics that I can capitalize on
- I know how to use all social media platforms and can market
- Capitalizing on allergen-friendly donuts

Threats

- Los Angeles is filled with creativity
- Health-conscious people are on the rise
- Los Angeles has significant donut competition
- Costs are constantly going up
- Established donut shops with social media following

C3. Competitive Advantages

1. **Problem:** Many donut shops have mediocre donuts and customers have consistently complained (CI #7,8,11,12). This causes frustration and these shops can often be the only option that is in proximity to the customers. When a shop is based solely around donuts, the donuts should most importantly taste good, not just mediocre.

Solution: My company will invest ample money into the actual quality of the donuts and have multiple sample groups test the flavors before they are released. We must be sure that every donut is beyond par and that we are not blocked by our bias. If we do this our company will have an incredible competitive advantage.

2. **Problem:** Great donut shops do not have any social media presence and it is killing their brands. For example: employees at the Doughnuttery talked about how they got traction on TikTok from reviewers, but their management won't let them start an account (PI #12).

Solution: We will make it a key point to have an active TikTok account. A young and knowledgeable intern will be hired to run the account. The brand will be promoted through humor and videos of our delicious donuts.

3. **Problem:** Stores do not have adequate space to socialize and enjoy the product. Specifically after Covid, these spaces have gotten smaller or worse overall (CI #8,13,19,22,23). This causes people to choose coffee shops over donut shops because they offer more of a space to hang out and work.

Solution: We will make the space have much seating along with adding charging ports so people will want to do work there. We want there to be adequate space and will make sure most of the store allows for seating. Specifically, we want the seating layout to form a u shape with the donuts and service counter in the middle.

4. **Problem:** Neither of my stores provides any donuts for people with gluten allergies, people doing a keto diet, or any other health-conscious areas. This causes people to go to allergy-specific donut shops or other food places altogether (CI #8,16; PI #12). Gluten allergies are also on the rise,

this causes not having GF options to be a huge decision-making factor that could cost many customers (Website #18,20).

Solution: We will make donuts that provide for all major allergies, diets, and religious restrictions. This includes keto, gluten-free, nut-free, vegan, halal, kosher, etc. If all people are accounted for, we can bring a large portion of people who generally can't eat donuts into our store.

5. **Problem:** The hours of some donut shops are not adequate. People often want to get donuts either early in the morning or very late at night. If the shop is not open during these times, they miss out on a ton of different customers (CI #1,2,13,14,21; PI #4,5,6,16).

Solution: We will be open 24 hours a day to make sure that we are not missing out on any clients. While many other stores do the same thing, we will differentiate by having security at night. Homeless people often stay around donut shops and we want people to feel safe. The security will make sure that is not an issue.

C4. Internal Marketing Strategies for 3rd product

A. Systems of quality and quantity

Concern #1

Since my third business will be open 24 hours, there is a high chance that donuts will get stale.

Solution #1

My third business will learn how many donuts to make based on our average customers, but until we have that information and even after, we will do quality checks every two hours on the donuts to ensure the donuts are up to par on freshness. If they do not pass the test they will be thrown out. We also will store them under space heaters so that they stay warm and gooey and it takes longer for them to go bad. Mochi Nut specifically has done a poor job at this. One of their employees mentioned that they stopped making donuts about halfway through the day, and if you come at night the donuts will be bad. To combat this, we will consistently be making donuts throughout the day, in different size batches depending on the time.

Concern #2

The potential increase in popularity of my third business could result in extremely high demand that could be hard to meet.

Solution #2

I will implement as much automation as possible into the donut-making process so employees can be available to take orders. We will also adopt a training and advancement system similar to In-n-Out. Employees will work their way up to certain jobs. We want everything to be streamlined and done fast and well. We are not willing to cut corners in customer service though, as we believe good customer service is far more important than speed. The most key factor to being able to meet high demand is based on the speed and efficiency of the people taking orders, therefore we are going to do a totally different approach to ordering. We will be copying Starbucks completely. There will be three different ordering methods: online, drive-through, and normal line. Everything will work the same way. The biggest difference from a normal donut shop will be how the donut ordering process works. You will wait in line, tell the person what you want, then you will collect your order at the collection point. It will be delivered by a different person. Doing this will cut time since the cashier can do their specialized cashier job and keep taking orders, and the order fulfillers can focus solely on the fulfillment of orders.

B. Customer Retention and Research System

Concern #1

The donut industry is extremely competitive in the United States and even more competitive than normal in the LA area. We need to offer something special to make sure that we stand out amongst the competition.

Solution #1

We want customers to be valued beyond what any other store or competitor has ever brought to the table. No one cares about irrelevant small talk or forced compliments, we want the love of Jesus welling in this company. My third business will hire strictly Christians and be a faith-based company. We will not do this in a way that shoves Christianity in your face, but in a way that shoves love in your face. We want people to feel valued and loved, and the people that are best built for that are people who know true joy and have the Holy Spirit. All the training in the world can not duplicate the love of God. With this in mind, we will give our employees the freedom to do what they want to keep customers happy.

For example, if someone wants to try a donut, we will sneak them a little piece of it, if someone is having a bad day, we will give them a discount, and so on. The point of it all is, we will have Christian employees and they will be given the ability to do whatever is necessary to make sure everyone in our store has a 5-star experience. The fifty cents we may lose on a free donut could result in a customer for life. That is a price our company is willing to pay time and time again.

Concern #2

The donut industry is constantly changing and customer opinions are changing as well. We need to be able to change with them otherwise we will be trampled by competition.

Solution #2

My third business will include QR codes on their receipts that incentivize customers to fill out surveys about our company. AI will constantly be changing and processing the data to best organize what we should be focusing on in our company, but the survey in short will answer questions about our service quality, food quality, parking, service speed, improvements we could make, etc. Management will review these every four weeks to make sure that we stay on top of these things. We will also have a meeting to discuss the surveys and decide how to implement changes regarding them in our business.

C5. Creating Options For Your 3rd Business

Option #1: My third business will be in the top right corner of position map 1. That means it will offer a wide variety of different coffee flavors/customization and have many different allergen/diet-friendly donut options. We will follow the trend of introducing keto donuts, which have been extremely underserved in donut restaurants. We will also offer gluten-free donuts because gluten allergies have been on the rise, as well as vegan donuts and other popular allergen/dietary-supporting donuts. This paired with the customization of a coffee shop like Starbucks will satisfy both needs and wants for customers opening the door for a ton of interest. Pricing will be similar to the competition and it will be located next to In-n-Out off of the 5.

Option #2: My third business will be in the top right corner of positioning map #2. This means it will have a focus on quality service and proximity to customers. We will train our customers not just in speed of service, but also in relationship building. We have to mix both together and not just do one or the other like competitor #1 or competitor #2 does. My third business will also focus heavily on positioning close to customers. We will do this in three ways: 1) We will have our own delivery service (along with optional Grubhub/Doordash if desired) with a minimum purchase amount to make sure people can get the donuts anywhere they want, 2) We will place ourselves in the closest possible proximity to Biola University. We want to be as close to a college campus, close to the 5, and close to neighborhoods. This will put us in a great position to get a lot of customers. It will also be at the low end of the average pricing for both donuts and coffee to appeal to college students.

Option #3: My third business will be a completely new type of donut shop. It will follow the ordering system of Starbucks where you order at the front counter and someone hands it to you at the side to speed it up. It will also have the coziness of a coffee shop. It will be a place with much indoor and outdoor seating. We want it to be a hang-out spot. It will be on the higher end of the average pricing in the industry. It will also appeal mainly to men who do business. We want a place for people to work and hang out. Essentially a Starbucks for men.

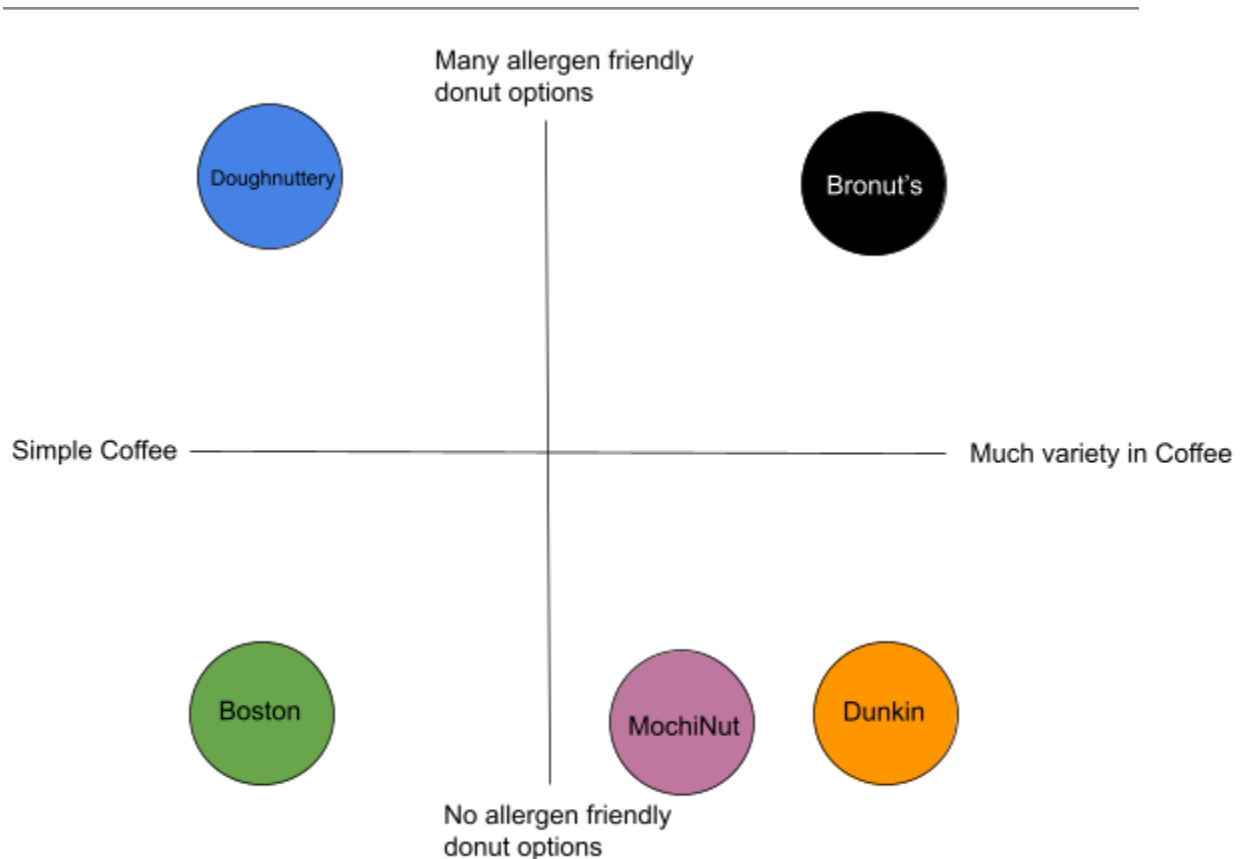
Section D:

Marketing Recommendations for Third Business

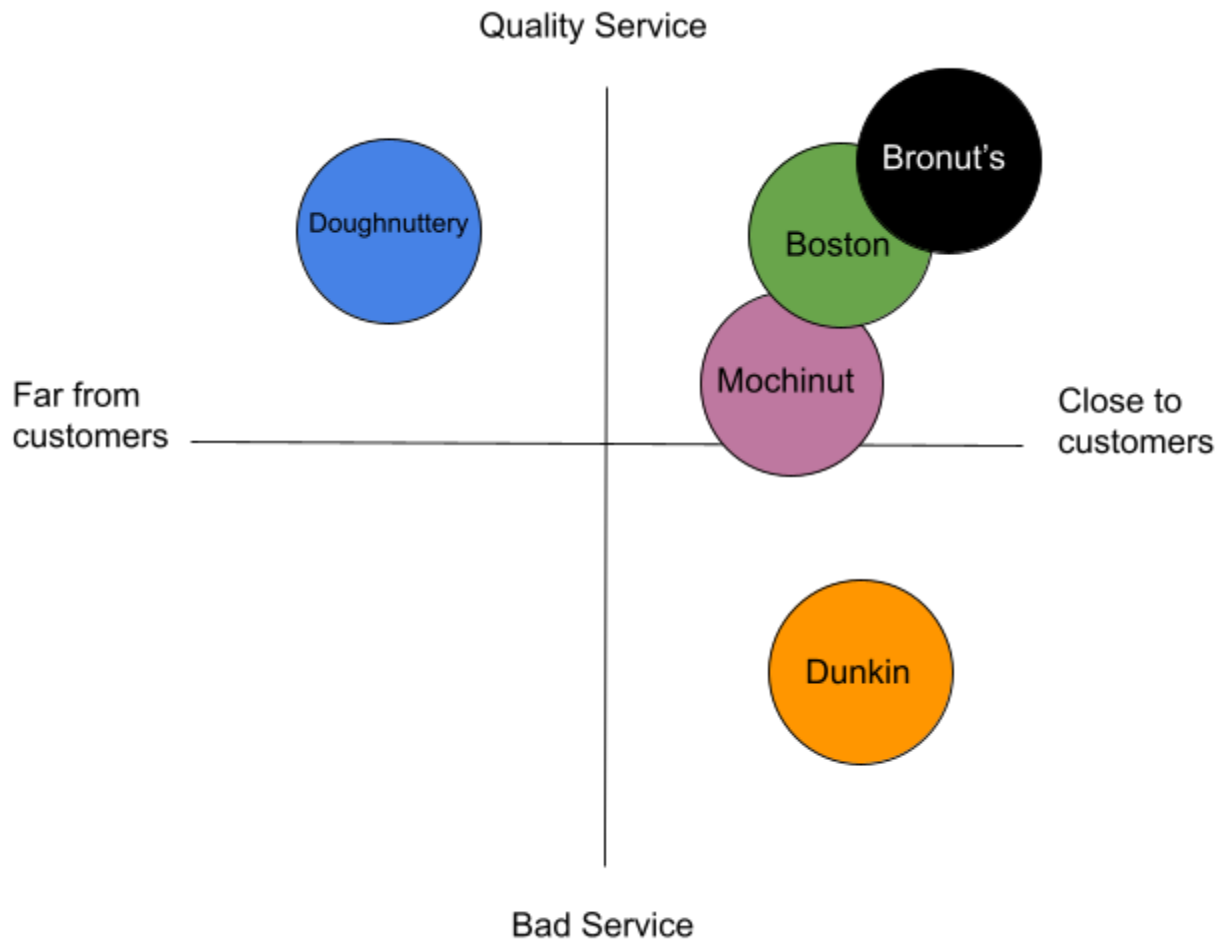
BRONUT'S

BRONUT'S

D1. Positioning map



WHY: Positioning Map 1 shows a gap in the industry where we are placing my third business. My third business will have many allergen-friendly options including keto-friendly donuts, gluten-free donuts, vegan donuts, etc. as there is a lack of those in the industry (CI #8,16; PI #12) We never want someone to not be able to enjoy a donut in our storefront. We also want to act as a replacement for a coffee shop, so we have to supply that need as well. We are going to have a significant amount of variety in our coffees. Everything from iced coffees to lattes. Many donut shops stick to simple coffee and miss out on customers (CI #16,18,19,25,26). These two things will take strengths that competitor #1 and the Doughnuttery have and combine them. Allergies and coffee variety are make-or-break decision-making factors for customers. When people physically cannot eat something, they won't come (CI #8,16).



WHY: My third business will be placed in the top right of positioning map 2. There are two main reasons behind this. The first is the importance of quality service. We are placing maximum importance on quality service because people in general, really care about the speed and kindness of their service (CI #1,5,8,13,14,15,21,23,26,27,28,29; PI #1,3,4,6,7,16). Businessmen are even more strict about this. Everything needs to be quick and relational if we are going to compete with coffee shops. The second reason is we want our store to be as close to customers as possible. Again, people have repeatedly said they choose stores based on their proximity to them, and businessmen are even busier than the average person (CI #2,5,6,7,11,23; PI #9,10). This makes the importance of proximity to customers far more important. Placement and service are two of the primary decision-making factors based on my interviews, and we are going to make sure we get them right.

D2. Primary Target Marketing Analysis

1. **Primary Benefits:** Unlike Competitor #1 and Competitor #2, my third business wants to provide a safe space for working, along with fixing all the major problems donut shops have.

Why: The store will include adequate seating and a comfortable/relaxed vibe which is rare in the donut industry. The seats will have chargers and wifi will be included. It will have everything that someone working will need, which is a new concept and something people crave (CI #4,5,11,17,19,23; PI#1,3,7,8). Beyond that, we will fix many problems through offering incredibly diverse coffee, great service, delicious donuts that are always fresh, allergen-friendly donuts, a drive-through, rewards program, mobile ordering, delivery, and many more perks (CI #1,5,8,13,14,15,16,18,19,21,23,25,26,27,28,29; PI #1,3,4,6,7,16; Website #13,14). It will be the Disney World of donut shops. It will be the answer to all the shortcomings you've ever experienced in a donut shop. The main reason why we are offering this is to provide a shop that replaces the need for a coffee shop and creates something even better.

Ranking Why: This is a new concept that has no competition and can provide answers to problems people did not even know they had.

2. **Primary Demographic:** The demographic is of extreme importance to this location. We want to provide a more sophisticated take on a donut shop that appeals to 30 to 50-year-old men in the business industry.

Why: We want to create a space that allows men to come in and socialize, work, and hang out - but in a way that is not possible at other donut shops or even low-end coffee shops (CI #8). It will be more of a high-class experience. Not so much in pricing, but in the treatment of customers, quality of service, etc. We want to nourish relationships and reach out to men in ways they other businesses haven't achieved, with true intentions. Businessmen have many places to hang out, but not a fun place where they can get a treat. All of those places are mainly catered to young women and we want to change that (CI #16,19,25,26). The demographic is extremely important, and we are going to dive in at an unattached niche

in this industry. The beauty of this is that everyone can come and will come, but we are specifically focused on businessmen.

Ranking Why: This demographic is pretty untapped in the donut industry and could provide for a huge change.

3. **Primary Geographic:** Businessmen are extremely busy and we want to meet them where they are. They don't have time to drive far distances. This is why we are going to place them near the Anaheim Convention Center.

Why: It will be right off the interstate so men who work in the area can stop on their way to or from work to grab some donuts or just hang out (Map #3). It will also be a good place for men who are traveling for work conventions and need a place to escape and get some work done away from all the craziness. This location will provide the best mix of out-of-state and in-state customers. People who are traveling to Disneyland may also stop by since we have a silly name and will have great reviews. It is all around a great spot with great potential (CI #27,28,29).

Ranking Why: It is extremely important, but not as important as the top two. Location matters much for success, but there are many locations we could do. The demographics and benefits are based on interviews and are very specific. This is not as much.

4. **Primary Psychographic:** We are focused on appealing to people with diverse food needs who can't go to most donut shops.

Why: We will provide allergen and diet-friendly donut options for all people. We want everyone to be able to hang out at Bronut's. The truth is a majority of people don't have health restrictions, but we want to gain that extra few (CI #8,16, PI #12)! We are also more subject to loyalty from customers who have few options. This means customers who don't have allergies may come and go to a donut shop a mile down the road instead the next time, but a person with allergies does not always have that option.

Ranking Why: This is last because primarily we are focused on providing a business hangout spot that is accessible, but we wanted to further the accessibility of the donuts provided.

D3. Customer Experience (CX) & Strategic Examples:

Customer Experience Objective: The primary customer experience objective is to provide fast and relational service, a diverse amount of great coffee/donuts/food, and a great space to hang out and do work.

Customer Experience Analysis and Strategies: My third business is committed to creating an experience that is as close to perfection as you can get. The first way we do this is by putting all of our donut flavors through test groups before releasing them. We want to make sure they are all great, not just according to our bias. We also are committed to having adequate space for people to work, study, etc., along with chargers and comfortable seating. Another way we lift our customer experience is our commitment to creating donuts that cater to specific dietary needs and having many coffee options. We want everyone to be able to dine with us. Finally, we are also committed to being open 24/7. We want to do this so people can always have a place to grab a quick snack, study, etc., no matter the time. We are conveniently located next to the Five and the Anaheim Convention Center so businessmen can grab a donut on the go.

We are also committed to customer retention. We do this by having a rewards app that rewards you with free items if you come back a certain amount of time or spend a certain amount of money. Another way we retain customers is through relationships. We will be a Christian organization, but not actively advertise it. We will only advertise it by our love for the customers. All of our employees must be Christians, similar to Biola. Our employees can go above and beyond and give free items, take time out of their shift to talk to employees, etc. We will have a similar employee interaction to Disney World. We also have QR code surveys that give free items. We do this so we can get feedback from our customers on what we could do better, and then be able to implement it.

We also are committed to being active on social media, specifically TikTok. We believe there is much brand awareness to be gained and reminding customers of

our existence will help with customer retention. We will also do a good job on our website. We want to make sure it is easy to use and has simple online ordering. We will offer a drive-through and mobile ordering as well. We want customers to have a quick in-and-out experience if they so desire.

Another way we want to keep people coming back is by doing themed donuts and drinks. People love to pick up football-shaped donuts for the Super Bowl, they love getting specialized drinks for the holidays, etc. We want to keep things fresh and keep people excitedly coming back, and this is a way to do that.

Finally, we want to constantly be making fresh donuts and keep them under space heaters. This will ensure that our donuts will be fresh and warm, not the hard, gross donuts you get at other donut shops. We will constantly be making batches throughout the day and throwing out bad ones to ensure we reach this goal.

Why: One of the most important factors for a donut shop is the flavor and freshness of the donuts. Many people have complained about the taste of stale donuts and we want to avoid that happening (CI #1,2,4,5,7,8,9,12,13,14,16,22,24,27; PI #8,9,10,13,14). We also have heard many complaints about donut shops not having enough space to do work or hang out (CI #4,5,11,17,19,23; PI #1,3,7,8). We want an environment that is joyful and welcoming for people and a place they want to spend time in. That is why we are so focused on providing good seating and good decoration. If the store is creepy and cold, people will not stay. We are committed to being open 24/7 solely because people want donuts all the time (CI #1,2,13,14,21; PI #4,5,6,16). We will also provide a rewards program so people have an incentive to come back. People respond to incentives, we would be fools to not utilize them (CI #18,26).

We are very focused on relationships for two reasons. First, people want to go to places where people show them love, everyone wants to feel loved (CI #1,8,13,14,15,27,28,29; PI #1,3,4,6,7,16). Second, our calling as Christians is to show people the love of Christ. That is why we do it! We will also have QR codes on receipts so customers can fill out forms and get rewards. This will help us know what we can be doing differently in our business. We are committed to being active on social media and having an adequate website because that is how many people decide what donut shop they want. TikTok is free advertising and so is a website. We must utilize them because they are key to the customer experience (PI #12).

We are also heavily committed to convenience because our customers are as well. That is why we have a drive-through, mobile ordering system, and a convenient placement (CI #18,25). Finally, we do themed donuts because it keeps people coming back. Customers love celebrating holidays and throwing parties, and it encourages customers to buy donuts if they are themed like the holiday or event. This will keep customers coming back to see what we do for each major event or holiday (PI #2).

D4. Pricing Objective (CX) & Strategic Examples

| Item | Dunkin Donuts | Boston Donuts | Bronut's | Industry average |
|--------------|---------------|---------------|----------|------------------|
| Donut | \$1.69 | \$1.50 | \$2.50 | \$1.25-\$3.00 |
| Small Coffee | \$2.55 | \$1.55 | \$2.50 | \$1.50-\$3.00 |

Price Objective: Bronut's price objective will be high-end meeting competition.

Price Analysis and Strategies: Bronut's will enter the market with a meeting competition price objective. This is effective in an extremely competitive marketplace because people will go to different donut shops if you make your prices too high. This is why we want to be on the higher side of the average, but not above it.

Unlike competitor #1, we want the quality to be greater than the price point. More of an emulation of competitor #2 who does this well. We want people to be shocked at our prices since the donuts are so incredible. They will have great flavor, be fresh, can be allergen-friendly, etc., and they are still within the industry average.

This is important to our target demographic because businessmen value... a good value! They want to get the best bang for their buck, even if that means spending a little more than Dunkin for a better product. They will do whatever it takes to get the best quality/price ratio, and we will have the best quality/price ratio.

Our coffee pricing will be extremely similar to Competitor #1. We will be pricing at a point that undercuts Starbucks. It is a fair price, but still makes a decent profit

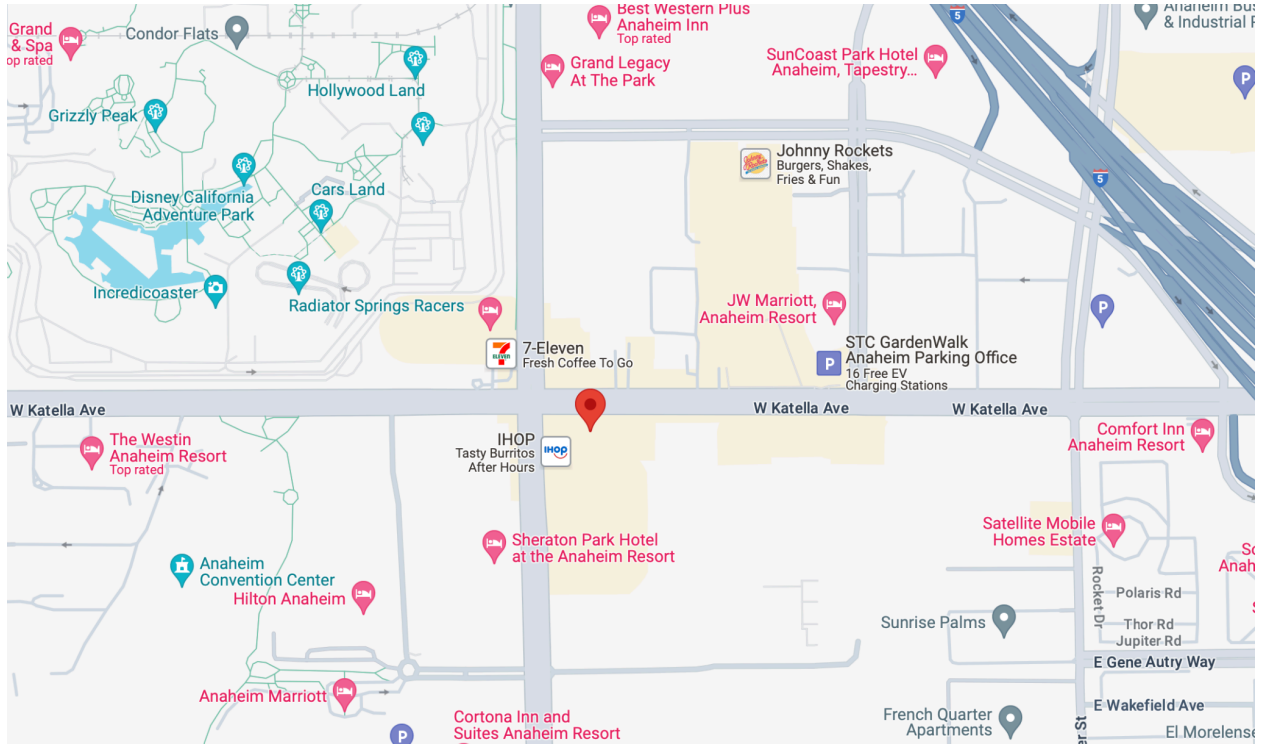
off of each cup. It also needs to be higher than competitor #2, because we will be using better products and need to make a profit.

This also applies to the donuts. Another reason why the donuts are going to be a dollar higher than competitors #1 and #2 is because we are offering allergen and diet-friendly donuts. The ingredients for these are generally more expensive, which means we will have to charge a higher price to make the same profit, but we will make more off of the normal donuts at this price point.

We want Bronuts to be a place where anybody can afford to eat. They may not be able to buy in bulk, but everyone can get a donut or two and hang out. That is why we are meeting competition.

Why: Since we are a new business we will initially need to attract many customers. We can do this by meeting our competitors' prices. If we price too high, some would not even try our store (CI #3,9,17,18,23). We are more worried about repeat customers than one high-paying customer who never comes back. We want to build brand loyalty, and with fair pricing and relationship building, we can do that. Eventually, the money made will be more than if we tried to rip off our customers. We also want this store to be a consistent visit. If we raise our prices too high people will treat it as a special event, instead of a weekly occurrence. If we go too low, we won't make enough money to stay open. That is why we picked the pricing we did. We want to make repeat, loyal customers, and that is more likely to happen with fair treatment. No one should ever say no to Bronut's because of finances.

D5. Place Analysis and Strategies Discussion



Place Objective: Bronut's will be right off the five next to the Anaheim Convention Center. This is to ensure they catch all the businessmen who reside and travel through this area.

Place Analysis and Strategies: Like competitors #1 and #2, Bronut's will be on a very busy road. This is key to having heavy foot traffic. We are right off the 5 next to the Anaheim Convention Center, Disneyland, and a large number of hotels. There are many positives from this placement. The first is the 5 is a few hundred feet away from our shop. This means on the way to work men can get off the interstate, go through our drive-through, get a coffee and a donut, and get right back on. They also can stop by on the way back from work as well. Then they can have more time to chill in the storefront.

Another positive is the proximity to the Anaheim Convention Center. This convention center is known to have many business conventions and the hotels around it are continually filled with business people. We are within walking distance of many hotels and the convention center. This means when

businessmen are on a trip here, they can get work done just a few hundred feet away from where they are staying.

It is also a plus that Disneyland is near. When people leave Disneyland at night, they may want a snack and we are open 24 hours. Their parents also may want a place to get some work during the trip, and this is the spot. Unlike competitors #1 and #2, we will have a comfortable space for them to do so.

Unlike competitor #1, we will also have a drive as previously mentioned, and a mobile ordering service. This will allow customers to get in and out quickly and conveniently.

Why: Bronut's primary demographic is businessmen. That is why we must be in their space. As mentioned in many interviews, people pick their donut shops based on proximity, and businessmen are even more stingy about time management (CI #2,5,6,7,11,23; PI #9,10). Being next to the 5 and the Anaheim Convention Center will allow them to be in extreme proximity to and be drawn into our store. People also often choose their shops based on proximity to other businesses, and there are many businesses around this area. One includes Disneyland (CI #6,7). If pass holders are going to Disneyland, they might as well stop at Bronuts on the way out. The drive-through and mobile ordering are also extremely important as the speed of service is a decision-making factor in today's era. We also will pull in many people who are interested in the concept that is not in our demographic just by being in such a populated area.

D6. Promotion Objective, Analysis, and Strategies Discussion

Promotion Objective: Brand awareness is crucial to our store. We are set to promote both digitally and non-digitally. Digitally, we will be very involved in social media. Non-digitally, we will have a large sign with our logo, and provide free donuts for different events to get our names out there. Our primary goal is differentiation.

Promotional Analysis and Strategies: When entering a highly competitive market, like the donut market, you need to get your name out there. We will start this by doing a huge opening day event. The first 100 people will get a free donut. They will get drawn in by our logo and the beauty of the black and white building. This will get people to try and then talk about the store. After that, we will begin paying a few local influencers to talk about our store on their social media platforms. This will get some more buzz. We will also be actively promoting our store on our social media and hiring a young and hip person to participate in trends using our account. Hopefully, we can pick up some buzz there, too. Our website, unlike competitor #1, will feature pictures of people enjoying the donuts. We want to have more of a community feel, not a sterile, corporate website like Dunkin'.

We will also implement a sampling system similar to Sidecar. People love free stuff and we will give them free stuff. This will turn into a sale most of the time. People trick themselves into thinking they are getting a deal just because they get a sample. This is a great technique and we want to be a So-Cal staple like Salt and Straw - who does this very well. They give out unlimited samples, and people eat it up. They are extremely successful because they generate returning customers.

Finally, we will have a mascot. The Bronut himself. The real goal of our social media is to make him a star. He will participate in dance trends, do silly things, etc. This will increase brand awareness heavily, and we will make the Bronut match the demographic. He will be a businessman. The purpose of him is to attract younger generations, as the demographic is not really on TikTok. We want Bronut to have a similar presence to the Duolingo mascot. A true and memorable icon. He will only be present at events as we do not want to ruin the vibe of the

coffee shop. It is still a semi-professional environment, but we also want to appeal to younger kids.

Why: Having an opening day event will be enormously beneficial as it will get many food blogs, reviewers, and normal people to spread the news of our new donuts (Article #22). If people truly like them, word of mouth will go a long way. Influencers are also how many people find out about new stores, people are “influenced” by what they say, so if they endorse us we will gain more traction (Website #7,8,9,11). The sampling system will also create word of mouth as people love uniqueness and typically donut shops do not sample. Finally, our social media is very important and many donut shops lack that due to older management (PI #12). We will fill in that gap and fill it well with funny content with our mascot. This, along with a community-based website will create great brand awareness.

D7. Personnel, Employee culture, Satisfaction, Empowerment and Training

Employee Community: Competitor #1 does a good job in the community on the job, but Bronut wants to take it a level further. Bronuts encourages a ton of community within the workplace. They do this through group bonding activities, training exercises, work parties, and most importantly Bible study! We want to cultivate a work environment where people want to be present. This will create strong, Biblically-based relationships, and we hope people will invite their friends to work here as well.

Why: It is extremely important to the success of a company that the coworkers get along well and have relationships. Talking to employees only proved that theory further. We want to capitalize on that and make our customer service even better, but we also want to cultivate a good place to work and a Christ-like environment. People who enjoy work will work harder, love better, and bring good energy.

Employee Satisfaction: Both competitors #1 and #2 do a decent job at employee satisfaction, but Bronut’s wants employees to feel greatly taken care of. We will do this in two ways: first, we will give employees a free donut and drink every shift along with a discount for every visit, but most importantly we will

give one person of their choosing a discount as well. We want to bring more than just the employees into the community and this will help open that door.

Why: Employees often mentioned nothing of the benefits they were getting from the company. They especially did not receive discounts for friends and family, but we want to go above and beyond to make our employees feel loved and appreciated. This also will improve morale and make our service even better.

Employee Empowerment and Training: Our employee empowerment will be similar to competitor #2. They give employees the freedom to do whatever is necessary to make customers happy. This includes giving out free donuts, replacing things, etc. We do not want to emulate competitor #1, who does a poor job at this and makes their employees robots practically. We will train our employees in the regime to be able to take action to save experiences. For example, if a customer has hair in their food we will take swift action to replace it quickly and apologize profusely. If a customer is stuck between two donuts for their final one in the dozen, we will train employees to throw both in. We want to repeatedly reiterate that it is worth losing 50 cents on a donut to gain a customer for life.

Why: Companies that have major success will take extreme steps to make sure a customer has a great experience. This is what separates mediocre customer service from great customer service. There is really not an in-between. If we want to have customers for life, we need to take care of them and show them we love them. That will only come if we empower employees to take things into their own hands to create the best experience for their customers.

List of Works Consulted

Websites

Website #1: dunkindonuts.com, Dunkin Donuts website last viewed on February 4th, 2024

-Relevance: Dunkin is one of the two competitors we are using.

Website #2: [yelp.com](https://www.yelp.com), Yelp website last viewed on February 4th, 2024

-Relevance: Yelp has reviews for every single donut restaurant in the country.

Website #3: <http://places.singleplatform.com/boston-donuts/menu?ref=google>, Boston Donuts menu website last viewed on February 4th, 2024

-Relevance: Boston Donuts does not have a website, but this website displays their menu so we know what our competition is pricing at and what they offer.

Website #4: <https://www.krispykreme.com/> Krispy Kreme viewed on 1/29/24

-Relevance: Krispy Kreme is one of the most notable competitors for my donut competitors, and it is always good to have reference to deals and creative decisions that similar brands have made.

Website #5: <https://www.voodoodoughnut.com/> VooDoo Doughnuts website viewed on 1/29/24

- Relevance: VooDoo Doughnuts does merchandise on their website very well and will be good for future reference.

Website #6: <https://www.donutbusinessconsultation.com/> Donut Business Consultations viewed on 1/29/24

- Relevance: Donut Business Consultation gives detailed information on everything you need to know about opening a donut shop. This gives me a lot of information for the day I open my third competitor.

Website #7: [tiktok.com](https://www.tiktok.com), TikTok is a social media website last viewed on February 4th, 2024

-Relevance: TikTok is a social media where people share their opinions on donuts constantly. There is so much information on customer's opinions to comb through

Website #8: [youtube.com](https://www.youtube.com), YouTube social media website last viewed on February 4th, 2024

-Relevance: YouTube is a social media where people post video reviews of donuts and donut stores. There also is a ton of other information regarding the food/donut industry in video format.

Website #9: [instagram.com](https://www.instagram.com/), Instagram social media website last viewed on February 4th, 2024

-Relevance: Instagram is another social media platform where information regarding good food spots is shared significantly. I have personally discovered donut stores on this app.

Website #10 <https://pestleanalysis.com/> Pestle Analysis website, last viewed on February 12th, 2024

-Relevance: This website analyzes many different companies including many donut shops.

Website #11 <https://www.nytimes.com/>, The New York Times website, last viewed on February 12th, 2024

-Relevance: This website has news and often covers what is happening in the donut industry including but not limited to current trends, ad campaigns, and up-and-coming stores.

Website #12 <https://www.wannahurts.com/menu/>, Hurts Donuts website last viewed on February 12th, 2024

-Relevance: Hurts Donuts is a competitor and they have done well in branding. There is much to learn from this brand.

Website #13 <https://grubhub.com/>, GrubHub website last viewed on March 15th, 2024

-Relevance: GrubHub is a delivery platform that many donut brands use to have their donuts delivered to customer's front doors.

Website #14 <https://www.doordash.com/>, Doordashes website last viewed April 17th, 2024

-Relevance: GrubHub is a delivery platform that many donut brands use to have their donuts delivered to their customers.

Website #15 <https://www.foxbusiness.com/>, Fox Businesses website last viewed April 17th, 2024

-Relevance: Fox Business provides many articles with reference to the donut business.

Articles

Article #1: Guskowski, “Dunkin’ customers lash out over new loyalty program”

Accessed 1/29/24

<https://www.restaurantbusinessonline.com/marketing/dunkin-customers-lash-out-over-new-loyalty-program>

-Relevance: Discusses a huge marketing mistake that Dunkin has made in the past, this will help me understand what not to do with loyalty programs or how to outperform Dunkin’s loyalty program.

Article #2: Rangaswamy, “South Asians in Dunkin’ Donuts: Niche Development in the Franchise Industry.” Accessed 1/29/24

<https://eds.p.ebscohost.com/eds/detail/detail?vid=10&sid=0eda752f-2354-4cef-9ece-26dc275c2976%40redis&bdata=JkF1dGhUeXBIPXNzbyZzaXRIPWVkcY1saXZlJnNjb3BIPXNpdGU%3d#AN=24504982&db=sih>

-Relevance: Shows the dominance of south asians in the Dunkin’ Donuts franchise industry.

Article #3: Warnecke, “Operationalizing the Doughnut Economy: An Institutional Perspective.” Accessed 1/29/24

<https://eds.p.ebscohost.com/eds/detail/detail?vid=7&sid=0eda752f-2354-4cef-9ece-26dc275c2976%40redis&bdata=JkF1dGhUeXBIPXNzbyZzaXRIPWVkcY1saXZlJnNjb3BIPXNpdGU%3d#AN=164083831&db=edb>

-Relevance: This article gives me a detailed understanding of the doughnut economy through an institutional perspective.

Article #4: Rao, “Los Angeles is a doughnut town.” Accessed 2/4/24

<https://www.nytimes.com/2023/04/24/dining/los-angeles-doughnuts.html>

-Relevance: this article touches on the sheer competitiveness of opening a doughnut shop in LA, which is where we are opening a doughnut shop.

Article #5: Fortune Business insights “Doughnuts Market Report Summaries Detailed Information By Top Players As JAB Holding Company, The Restaurant Brands International, Inc., Daylight Donut Flour Co. LLC, among others”(this is what it wanted me to copy)

<https://www.fortunebusinessinsights.com/doughnuts-market-104339> Accessed: 2/4/24

-Relevance: gives insight into all of the top “players” in the doughnut industry. Also gives useful information on market drivers and potential market restraints while looking towards the future.

Article #6: Global Doughnut Market By Type (Yeast Doughnut and Cake Doughnut), By Product Type (Chocolate Doughnuts, Fruit Flavored Doughnuts, Glazed Doughnuts, Others) By Distribution Channel (Chain Outlet, Supermarkets/Hypermarkets, Bakeries, Online Retail, Others), By Region and Companies - Industry Segment Outlook, Market Assessment, Competition Scenario, Trends, and Forecast 2023-2032
<https://market.us/report/doughnut-market/>, Accessed 2/4/24

-Relevance: Assesses the doughnut market and forecasts trends and competition for the coming years.

Article #7: Pazos, "Dunkin' Donuts will use artificial intelligence to better understand its consumers and improve sales" last viewed on February 12th, 2024
<https://voz.us/dunkin-donuts-will-use-artificial-intelligence-to-better-understand-its-consumers-and-improve-sales/?lang=en>

-Relevance: Shows new trends in marketing used in my industry.

Article #8: Boyarsky, "How to Open a Donut Shop: Starting a Donut Shop Business Checklist" last viewed on February 12th, 2024
<https://pos.toasttab.com/blog/on-the-line/how-to-open-a-donut-shop>

-Relevance: This article gives insight into all of the hoops you need to jump through to start a Donut Shop.

Article #9: Tech Market Experts, "Doughnuts Market: Future Demand and Top Key Players Analysis | 2031," last viewed on February 12th, 2024
<https://www.linkedin.com/pulse/doughnuts-market-future-demand-top-key-players-analysis-wdmvf#:~:text=The%20global%20Doughnuts%20market%20size,fried%20dough%20confectionery%20or%20snack.>

-Relevance: Insight on the future industry potential for donuts.

Article #10: Adekunle, "Economic Implications of Novo Nordisk's Wegovy and Ozempic." Accessed 2/19/24
https://www.linkedin.com/posts/samadekunle_economic-implications-of-novo-nordisks-activity-7126144538829545472-ojBS/?utm_source=share&utm_medium=member_desktop

-Relevance: Economic implications for donuts regarding drugs. Some donut stocks have already fallen significantly.

Article #11: Springwood, "Dunkin Donuts boosts sales using user data activity" Accessed 2/19/24
https://www.linkedin.com/posts/springwoodlabs_dunkin-donuts-boosts-sales-using-user-

[data-activity-7054778224710455296-TkqV/?utm_source=share&utm_medium=member_desktop](https://www.dunkin.com/data-activity-7054778224710455296-TkqV/?utm_source=share&utm_medium=member_desktop)

-Relevance: gives insight into how Dunkin is boosting sales with user activity and we can copy those methods.

Article #12: Houser, “**Krispy Kreme donuts to be filled, frosted, and packaged by machines**” Accessed 3/16/24

-Relevance: This article provides insight into the adoption of automation in the donut industry.

Article #13: Pestle Analysis, “Pestle analysis of Dunkin Donuts,” Accessed 3/16/24
https://freepestelanalysis.com/pestelpestle-analysis-of-dunkin-donuts/#google_vignette

-Relevance: This article gives insight into many of the key marketing components of one of our competitors.

Article #14: Consumerist, “Lawsuit Claims Dunkin' Donuts Blueberry Bakery Items Don't Contain Actual Blueberries,” Accessed 3/16/24
<https://www.consumerreports.org/consumerist/lawsuit-claims-dunkin-donuts-blueberry-bakery-items-dont-contain-actual-blueberries/>

-Relevance: This article shows a lawsuit that happened in the donut industry.

Article #15: Whitworth, “**Sick worker likely caused large norovirus donut outbreak, finds study**,” Accessed 3/16/24
<https://www.foodsafetynews.com/2022/12/sick-worker-likely-caused-large-norovirus-donut-outbreak-finds-study/>

-Relevance: This article shows an outbreak that happened in the donut industry, we need to recognize this to avoid it.

Article #16: Brittain, “Dunkin' settles 'Vapin' Donuts' lawsuit against e-cigarette maker,” Accessed 3/16/24
[https://www.reuters.com/legal/litigation/dunkin-settles-vapin-donuts-lawsuit-against-e-cigarette-maker-2023-11-01/#:~:text=Nov%201%20\(Reuters\)%20%2D%20Doughnut.in%20New%20York%20federal%20court.](https://www.reuters.com/legal/litigation/dunkin-settles-vapin-donuts-lawsuit-against-e-cigarette-maker-2023-11-01/#:~:text=Nov%201%20(Reuters)%20%2D%20Doughnut.in%20New%20York%20federal%20court.)

-Relevance: This article shows an example of an intellectual property

Article #17: EM, “ALLERGY-FRIENDLY DONUT SHOP GUIDE,” Accessed 3/16/24
<https://emsnutfreeeats.com/allergy-friendly-donut-shop-guide/>

-Relevance: This article gives insight into some things about allergy-friendly donut shops and lists some of the shops that are based in California.

Article #18: FDA, “Food Allergies,” Accessed 3/16/24

<https://www.fda.gov/food/food-labeling-nutrition/food-allergies#:~:text=Congress%20passed%20the%20Food%20Allergen,peanuts%2C%20wheat%2C%20and%20soybeans.>

-Relevance: This article (might just change this to a website) gives information about major food allergens.

Article #19: Eser, “Essential Donut Industry Statistics In 2024,” Accessed 3/16/24
<https://zipdo.co/statistics/donut-industry/>

-Relevance: This article gives many key statistics about the future and current state of the donut industry.

Article #20: Perry, “What’s Behind the Rise of Celiac Disease?,” Accessed 3/16/24
<https://experiencelife.lifetime.life/article/whats-behind-the-rise-of-celiac-disease/#:~:text=According%20to%20the%20Celiac%20Disease.per%20year%20for%20several%20decades.>

-Relevance: This article gives insight into the rise of celiac, and celiac has had a large impact on the donut industry.

Article #21: Holbrook, “Dunkin’ Donuts Says All of its Restaurants Have Transitioned from Foam to Paper Cups,” Accessed 3/16/24
<https://www.environmentenergyleader.com/2020/05/dunkin-donuts-says-all-of-its-restaurants-have-transitioned-from-foam-to-paper-cups/>

-Relevance: This article gives insight into a trend of going green in the donut industry.

Article #22: Panoringan, “1- Great Donut Spots in OC,” Accessed 4/4/24
<https://www.ocweekly.com/10-great-donut-spots-in-oc-7210714/>

-Relevance: This article shows some of the advertisements that Boston Donuts has received indirectly.

Customer Interviews

Customer Interview #1: Biola student, Female, early 20’s, Friend, Customer of Rainbow Donuts. Interviewed on 2/12/2024 in person at Rainbow Donuts.

-Relevance: This girl loves donuts and went to Rainbow Donuts within the last week. She said, “Their service was great; she was very kind and the service was quick. The donuts were impeccable, moist, and fresh. I would go back. They are open all night and super accessible.”

Customer Interview #2: 35-year-old homeless male. Customer of Homestyle Donuts. Interviewed on 12/20/24 in person at Homestyle Donuts.

-Relevance: He is a consistent customer at this store. He likes all the donuts, especially the donut holes. People are fine here, nothing special. It is just walking distance and it is open late at night. Those are the only reasons he goes.

Customer Interview #3: Biola student, mid-20s, Male, friend, customer of Krispie Kreme donuts. Interviewed on 2/20/24 in person at Biola.

-Relevance: He went to Krispy Kreme because they had cheap donuts for students with A's. He does not eat them besides that and really would not go back unless they had another deal, and he would only go to a different shop if they had a deal as well.

Customer Interview #4: In person, a 50-year-old customer at AKs Donuts. Interviewed on 3/8/24.

-Relevance: Direct competitor. He is a consistent customer at AKs Donuts. He likes this donut shop since there is a more steady flow of people and he can relax, talk, and enjoy his food without a huge crowd. He loves sugar donuts and coffee, but the breakfast in the morning is what brings him in a lot. It gets busier on the weekends, he chooses this place simply because the food is fresh and it is not super busy.

Customer Interview #5: In person, 26-year-old Female customer at Seaside Donuts in Newport Beach. Interviewed on 3/8/24.

-Relevance: Seaside Donuts is a direct competitor to our donut shop. They were hosting an event and it was the closest shop to her so she went. There was no line, she got the food quickly, and she came there often. She likes the location because it's on the beach, it's where she surfs, but she doesn't like the homeless ppl outside.

Customer Interview #6: In person, a 27-year-old Female customer at Duck Donuts near Huntington Beach. Interviewed on 3/9/24.

-Relevance: Duck Donuts is a direct competitor. It was the first time she had ever been there. The donuts were mediocre, she only went for locations, where it wasn't busy, but she heard it was busy at certain times.

Customer Interview #7: In person, a 30-year-old Female customer at Duck Donuts near Huntington Beach. Interviewed on 3/9/24.

-Relevance: Duck Donuts is a direct competitor. It was her second time there, doesn't have a favorite donut and prefers the Doughnuttery over this place. She went because it is close to a hot topic. It has been busy before, but she doesn't care because it shows people like it. The donuts were mediocre, the flavors could improve, wouldn't go here if other places were closer.

Customer Interview #8: In person, a 60-year-old Male customer at the Doughnuttery near Huntington Beach. Interviewed on 3/9/24.

-Relevance: The Doughnuttery is a direct competitor to our shop. He was a landscaper and had been coming here for 30 years. It used to be a great hangout spot then he got diagnosed with celiac and stopped coming. They have great donuts and a ton of variety. He wishes they had more seating because they took most of it away after COVID-19. It has had multiple owners and the new owner is great at making relationships. They also now offer gluten-free donuts.

Customer Interview #9: In person, a 20-year-old Female customer at Mochinut near Huntington Beach. Interviewed on 3/9/24.

-Relevance: Mochinut is a direct competitor of our shop. It was her first time here, she wanted a place with donuts and Boba. She heard the donuts aren't always fresh, and she didn't like that you couldn't buy a singular donut. The Boba and Donuts were really good and looked cool though. It was in a good location, the packaging was great and reusable, and the customer service was the best she had seen.

Customer Interview #10: In person, a 35-year-old Female customer at Mochinut near Huntington Beach. Interviewed on 3/9/24.

-Relevance: Mochinut is a direct competitor of our shop. She comes here strictly for the corn dogs and lemonade and she has never even tried the donuts. Her sons always drag her there and they do not care for the donuts. She lives close by.

Customer Interview #11: In person, a 30-year-old Male customer at Mochinut near Huntington Beach. Interviewed on 3/9/24.

-Relevance: Mochinut is a direct competitor of our shop. He passionately hated the donuts and said he had been coming for a year. He comes because it is close to his house and he likes the food. Good vibes, would not change anything, except the donuts.

Customer Interview #12: In person, a 25-year-old Female customer at Mochinut near Huntington Beach. Interviewed on 3/9/24.

-Relevance: Mochinut is a direct competitor of our shop. She doesn't like the donuts and she comes just for the Boba and other food options. The mochi texture of the donuts was not accurate. She has been coming for a year and just really loves the corndogs.

Customer Interview #13: In person, a 16 to 17-year-old female customer at Boston Donuts. Interviewed on 3/11/24.

-Relevance: Direct competitor. She said the friendly workers keep her coming back. The donuts are great and amazingly fresh even at 10:30 at night. She doesn't like the homeless people around and how they come inside sometimes. She also doesn't like the suggestive magazines for sale in front of the store.

Customer Interview #14: In person, a 17 to 18-year-old male (#13's BF) customer at Boston Donuts. Interviewed on 3/11/24.

-Relevance: Direct competitor. It is his GF's favorite donut shop in the area. They are very friendly and accepting of everyone from every background. The donuts are fresh and there is a lot of other good food there too. He wishes it was cleaner and/or renovated though. "I still love it though!"

Customer Interview #15: In person, (Friend) 20-year-old Female customer at Boston Donuts. Interviewed at Boston Donuts on 3/18/24.

-Relevance: Direct Competitor. They are so incredibly kind and patient and generous and train their employees so well! They always give me free extra donuts and even let me try them before I get them to let me see if I like them! They do this for genuine relationships and consistently. I feel like they desire to have a relationship with me! The donuts are also great! The kindness of the employees reflects on the company as a whole. I have never had a bad customer service experience there.

Customer Interview #16: Over the Phone, (Family) 50-year-old Female customer at Dunkin Donuts. Interviewed on 4/4/24.

-Relevance: Direct Competitor. I don't go to DD because I'm gluten-free and can't eat anything there. If I ever go with someone else, I get their coffee. I don't know how much it is. I like how bright and cheerful the store is, but I feel like everything is too sugary and greasy. The customer service is also mediocre.
there.

Customer Interview #17: Over the Phone, (Family) 50-year-old Male customer at Dunkin Donuts. Interviewed on 4/4/24.

-Relevance: Direct Competitor. I go to DD because I love donuts. I don't pay attention to pricing. I like their stores - and like how they present their donuts. I find their stores inviting. I don't have any frustrations about their business or my experience.

Customer Interview #18: Over the Phone, (Family) 22-year-old Female customer at Dunkin Donuts. Interviewed on 4/4/24.

-Relevance: Direct Competitor. I love Dunkin' Donuts, I love their coffee because I think it tastes really good. It is much cheaper than Starbucks for a much greater size. I also love their donuts. I think their app is very helpful because it has really great deals! Their stores are inviting. I don't have any frustrations about their business or my experience.

Customer Interview #19: Over the Phone, (Family) 24-year-old Female customer at Dunkin Donuts. Interviewed on 4/4/24.

-Relevance: Direct Competitor. I go to Dunkin' Donuts because I like sweet treats. Their pricing is decent for a large iced coffee, and I like that. I would make it feel more cozy in there, it usually feels cold and overstimulating. Nothing frustrates me.

Customer Interview #20: Over the Phone, (Family) 23-year-old Male customer at Dunkin Donuts. Interviewed on 4/4/24.

-Relevance: Direct Competitor. I don't go to DD because their coffee is very sweet. I would only go if someone is paying for me. It frustrates me that there is no non-sweet option that is good.

Customer Interview #21: Over the Phone, a 25-year-old Female customer at Dunkin Donuts. Interviewed on 4/4/24.

-Relevance: Direct Competitor. She ordered ahead on the app then she went to the store and it was locked and they were closed. She was not able to pick up her coffee, and they also never have chocolate croissants even though they're still on the menu.

Customer Interview #22: 30-year-old man at Boston Donuts. Interviewed on 4/13/24.

-Relevance: Direct Competitor. He loves the donuts, they are always fresh, and the price is good. He says it feels claustrophobic and he doesn't like eating in the store. The service is great and the cashier goes above and beyond, however, sometimes it can be hard to communicate with her, as English is not her first language.

Customer Interview #23: 40-year-old woman at Boston Donuts. Interviewed on 4/13/24.

-Relevance: Direct competitor. She likes it because it is close to her house and she can grab donuts for her kids quickly. The pricing is good and the service is usually

quick, as they are not busy. The area is kinda creepy and she wouldn't want to stay around and eat.

Customer Interview #24: 25-year-old man at Boston Donuts. Interviewed on 4/13/24.

-Relevance: Direct Competitor: He loves the donuts, especially the filled ones. They are cheap and he can stockpile a few at a time. He would eat them inside, but he doesn't really come with friends, he just brings them home.

Customer Interview #25: 20-year-old girl at Dunkin Donuts. Interviewed on 4/13/24.

-Relevance: She mainly comes here for coffee, employees are fine. She doesn't stick around, just grabs coffee and goes. Usually, she goes through the drive-through, but it was too long so she came inside.

Customer Interview #26: 20-year-old girl at Dunkin Donuts. Interviewed on 4/13/24.

-Relevance: She thinks the service is fine. She loves the rewards program and it keeps her coming back. She usually gets coffee and sometimes a donut.

Customer Interview #27: 20-year-old man, friend, over the phone. Interviewed on 4/16/24.

-Relevance: I am receiving feedback on my third business. He really likes that it is run by a Christian team and he loves to support fellow Christians. He said the name is also very intriguing. The target audience throws him off because he thinks it will not be welcoming to teens or families, but he said it is in a convenient place and he would stop by.

Customer Interview #28: 22-year-old man, friend. Interviewed on 4/16/24.

-Relevance: I am receiving feedback on my third business. He said, "I like that idea. Catering towards the more upper-class businessmen in that area is a market that can easily be tapped into in LA. I think people will also play into the name in a fun and playful way which creates the potential for other demographics to enjoy the concept but also enjoy a higher status food product. Allergen-friendly restaurants and local shops get a lot of traction and emphasis when around bigger cities so I think that's a great concept."

Customer Interview #29: 16-year-old girl, sister. Interviewed on 4/16/24.

-Relevance: I am receiving feedback on my third business. She said, "Bronut's is a great idea because it is placed in a business center which will draw in the target audience of the restaurant to buy a donut. It is smart it have allergen-friendly options because most people have a hard time accommodating their allergies, especially at a donut shop so they will be happy to finally get to

have one. Having a Christian team run it will also allow them to love the people around which is what our calling on this earth is.”

Professional Interviews

Professional Interview #1: Male, 25-year-old employee at Dunkin Donuts, worked there since March. Interviewed: 2/03/2024 at Dunkin Donuts in Whittier.

-Relevance: He has been there for around 11 months and likes it. It is a different environment than his past jobs and it is not as heavy. The drinks are what bring people in. The environment is great and everyone gets along.

Professional Interview #2: Female, 20ish-year-old employee at Dunkin Donuts, worked there for only a few weeks. Interviewed: 2/03/2024 at Dunkin Donuts in Whittier.

-Relevance: Loves it as it is a low-stress environment. Donuts sell the most out of anything, particularly the holiday special ones. She loves her work environment and would not change anything about it.

Professional Interview #3: Female, 40ish-year-old employee at Cassidys Corner Cafe, worked there for a few months. Interviewed in-person: 2/03/2024 at their La Mirada location.

-Relevance: They sell donuts at this store and it is an indirect competitor to our shop. She loves the community and feels more relaxed than in past jobs. She used to work at Walmart, but she decided to work here and it was the best decision ever. The best-sellers are not the donuts, but the breakfast sandwich items.

Professional Interview #4: Female 50-year-old employee at Rainbow Donuts. Worked there for a couple of years. Interviewed in-person: 2/13/2024 at their Norwalk location.

-Relevance: She spoke poor English and said the owner would be able to answer more questions. Open all day and people come in late often. The same customers come back, so a loyal customer base.

Professional Interview #5: Male 45-year-old employee at AM/PM. Worked there for 3+ years. Interviewed in-person: 2/13/2024 at their Norwalk location.

-Relevance: Make fresh donuts at 3 am every day for the morning crowd. Later revealed he just microwaves them and doesn't fry them. They sell a lot of donuts even though they are a gas station. People come in every 30 minutes at night, but they are busier during the morning, for donuts specifically.

Professional Interview #6: Owner of Hole in One Donuts. About 45 years old. Has worked there for 10 years. Interviewed in-person: 2/18/2024 at their Norwalk location.

-Relevance: Direct competitor to our store. He is the owner with his sister and has had the store for 10 years. He opens at 3 am every day because people come in a ton in the early morning. He sells donuts well, but some of the most bought items are croissants and ham and cheese sandwiches. He also gives free donut holes out which makes people want to come back.

Professional Interview #7: Manager at Yum Yum Donuts La Mirada. About 35 years old. Has worked there for 1 year. Interviewed: 2/18/2024 at their La Mirada location.

-Relevance: Direct competitor to our store. She worked there for one year and only works Sundays so is not super involved, but she seemed fairly unhappy. She said it is a really stressful environment. She also said the scheduling is really bad and she has to start at 5 am. The donuts sell better than all their food items, particularly the maple bars.

Professional Interview #8: 30-year-old male cashier at Homestyle Donuts. Has worked there for about 2 years. Interviewed: 2/20/2024 at their Norwalk location.

-Relevance: Direct competitor to our store. The work environment is poor, with many homeless people in and around the store. People enjoy the food and coffee offered with donuts as well as the donuts. Don't do trends.

Professional Interview #9: An employee at Ak's Donuts who worked there for a few years, a 30-year-old male, was interviewed on 3/8/24

-Relevance: Direct competitor, People come in strictly for the cinnamon rolls and chocolate long johns. Coffee also brings in quite a crowd in the morning. People want a place that has both coffee and donuts and we do both of them well. We also are in close proximity to a high traffic area so we gain a lot of new ppl along with our usuals.

Professional Interview #10: 25-year-old female employee at Duck Donuts. Worked there for a year. Interviewed on 3/9/24

-Relevance: Direct competitor, The management is bad, but she likes working there. People complain about lines, but it takes longer because everything is fresh. All cake donuts so people prefer them over places like Krispy Kreme. They have a good location since they are next to a kid's swim school and stores. The duck theme and customization attract a crowd. They are most busy from 10 am-12 am.

Professional Interview #11: 18-year-old Male employee at the Doughnuttery in Huntington Beach. Worked there for 1 year. Interviewed on 3/9/24.

-Relevance: Direct competitor, he loved working there, nothing he would change, and it was way better than working fast food. People mainly complain about hair in food because they don't wear hairnets. People love the variety and uniqueness, specifically, the Hawaiian donuts and vanilla bean get bought up the most.

Professional Interview #12: 20-year-old Male employee at the Doughnuttery in Huntington Beach. Worked there for 2 years., my first job was Interviewed on 3/9/24.

-Relevance: Direct competitor, he loves it, but wishes there was less turnover. It is hard to constantly train, but besides that, he wouldn't change anything. People come in for vegan, keto, and gf options. The shop has been getting TikTok traction, but the boss won't let him make an account.

Professional Interview #13: 20-year-old Female employee at Mochinut in Huntington Beach. Worked there for 1 year. Interviewed on 3/9/24.

-Relevance: Direct competitor. They could improve scheduling, but she gets poor hours. She has no support and has to work mornings alone and it is hard. The donuts are stale later in the day because they stop cooking fresh batches in the afternoon. She doesn't like working here really, but she gave us a free donut so we could try and it was good.

Professional Interview #14: 50-year-old Female employee at Boston Donuts. Interviewed on 3/11/24.

-Relevance: Direct competitor. People primarily come in during the morning, not open to closing consistently. Breakfast is served all day and it pulls people in. The donuts are the star of the show though. Regulars are an important part of the customer base.

Professional Interview #15: 20-year-old employee at Rise N Roll in Indiana, Biola Friend. Interviewed on 4/16/24.

-Relevance: A direct competitor. It was a really fun and unique job. I enjoyed the variety of pace throughout my shifts. The morning rush was always fun and it got slower as the day went on which gave me a better opportunity to interact with customers. I also got a lot of free donuts which was cool!

Professional Interview #16: 20-year-old former employee at Hurts Donuts in Des Moines. Friend, interviewed over the phone. Interviewed on 4/16/24.

-Relevance: Hurts is a direct competitor. I honestly loved working there because even though it's a small food shop, I got to have some really fun interactions with people; which I enjoy being an extrovert. Nights where people come in to get some donuts at 3 am after walking from the bars or restaurants just a few doors down were some of the best nights where I might've been alone

working but all the customers always gave me a really enjoyable interaction. Probably because they knew I was working the night shift, but so many laughs and crazy stories were shared over the counter while I was working there. The community was great as well. I really enjoyed the job overall.

Professional Interview #17: (me) 4/17/24.

-Relevance: Has done months of research on the industry and conducted over 40 interviews. I have realized many things. All stores are off-putting inside. Everybody knows the Dunkin logo. Dunkin' is not geared toward older people. The employees are limited and can't go above and beyond there. Most other donut shops have a language barrier, including Boston donuts.

OTHER TMP REVIEWED:

Movie Theater Industry, Emma Kendrick

Ice Cream Industry, Lorenzo Meduri