

Student Project

CREATIVE CORNER

A number of companies and advertising agencies use the VALS typology to create marketing materials. Your task is to design two advertisements for Yamaha boats. Pick one of the following pairs of VALS segments and design an advertisement promoting Yamaha for each segment. When you are finished, write a paragraph explaining how the ads you created will appeal to their respective VALS segment and how the two ads are different. Before you begin work on

the ads, go to the Strategic Business Insights (SBI) website at www.strategicbusinessinsights.com/vals to obtain more information about the two segments you will be targeting with your ads.

Pair 1: Innovators and Survivors

Pair 2: Thinkers and Makers

Pair 3: Believers and Achievers

Pair 4: Strivers and Experiencers

CASE 1 THE JAPANESE STEAKHOUSE EXPERIENCE

Hiroaki Rocky Aoki founded the first Benihana restaurant in New York in 1964. His innovative approach to dining featured an authentic Japanese farmhouse interior. Food preparation took place in front of customers on steel cooking grills. Chefs were taught to be entertaining, engaging employees with fascinating knife skills and a flair for the dramatic, including the use of fire as part of the show. A famous restaurant critic at the time, Clementine Paddleford wrote a raving, positive review in a local newspaper and the business grew dramatically as a result. Soon after, a second location was added in New York.

By 1972, six Benihana locations were opened across the United States. Currently more than 70 restaurants are active, with franchising possibilities offered to others. The chain has expanded to include locations in other countries as well and has acquired three other restaurant chains, HARU, RA Sushi, and Rudy's Restaurant Group.

The success of the original Benihana concept can be explained in part by the unique dining experience the company was first to offer. Groups of up to eight individuals are combined in each serving area, which means smaller sets, such as couples, often share the food preparation activities with other guests.



▲ Benihana offers diners a unique dining experience.

Lester120/Fotolia

Benihana currently holds the title of the longest running dinner show in the world.³⁶

Not surprisingly, a series of entrepreneurs has jumped on the bandwagon and created similar dining programs. Some have developed chains of restaurants while others offer single locations in various cities in the United States.

The concept of combining food preparation, dining, and entertainment is not limited to Japanese steakhouse-type organizations. A series of restaurants features singing waiters. Missouri-based Lambert's Café sells "throwed rolls" that the servers literally toss at patrons. To achieve success, one key appears to be creating a logical combination of the entertainment program with the food to be served.

At the same time, other elements deserve attention, including the colors chosen for the restaurant's décor. For example, the Logo Company states that green suggests something "natural, organic, youth, nurturing, (and) instructional..." among others. Green fits with medicine, science, government, and ecology, but maybe not food (think mold). Orange generates cheerfulness, red creates excitement, gold conjures images of warmth, and blue suggests dependability and strength.³⁷

Colors combine with music, furniture, server outfits, and many other ingredients in order to construct a total dining experience. Then, marketing communications can be added to the mix. Focus groups and other forms of research help the

marketing team discover if all of the elements work together. Eventually, a company name, logo, and an advertising program can be designed to entice patrons to try something new and different.

4-38. Which consumer market segments best match with Benihana?

4-39. Explain the positioning approach used by Benihana.

4-40. If you were assigned to create a competitor restaurant that prepared and served Japanese-style hibachi meals, which colors would you choose for the restaurant? What type of music should be played? What other features should be key parts of the interior of the restaurant? How would you differentiate the restaurant from Benihana and other similar chains?

4-41. For the same competitor restaurant, assume that it has only one location in Seattle, Washington. Design an advertising campaign and identify the types of media that would reach your target market and create the right positioning.

4-42. The color red holds special meaning in Asian culture as a symbol of celebration. Consequently, red is featured in much of Benihana's marketing materials. Which colors would match other restaurant types such as fried chicken, fast food hamburgers, or pizza parlors? Would your answer be different if the food were to be sold in other countries? Why or why not?

CASE 2 PLATINUM MOTORCARS: MARKET SEGMENTATION AND REPEAT PURCHASES

Benny Black drove up to his Platinum Motorcars location to begin another day's work in his 1997 Mercury Sable with 198,000 miles on the odometer. He calls the car, which he purchased on craigslist, "Goldie." Benny doesn't believe in using his own money to buy and drive fancy cars.

At the same time, he wore a high-end black suit. As he explained, "I'm always going to be dressed to the nines. I always have the matching pocket square with the same color tie. I'm letting you know where my brand is. I'm not going to be cheap. You know that right from the get-go. You know it's going to be expensive, but you're going to get the value in what it is that you're trying to do."

Platinum Motorcars grew out of a unique entrepreneurial experience. Benny said, "I had 2 years of experience in the limo business. I told the wife one day that I wanted to start a

limo company. I always had the affinity for wanting to serve people of wealth, with means, because I thought, 'If you can serve the masses, great, but if you can find a niche, and just reach a certain type of clientele, I always thought the easy one would be people with money.' My motto has always been 'a rich man will always be rich.' That's the ones you want to try to get to."

He continued, "I had that (limo service) for 2 years. I had already built a clientele base, but I thought there was too much competition, because I wasn't using my own limousine. What I was doing was borrowing a limo from my friends, pay them for the limo, get paid for my time, and then just try to give that great service to the client.

"I had to figure out a different way. I could utilize the same clientele but in something that nobody else is doing. So that's