



MEMO

TO: Miranda Priestly
FROM: Kiersten Gonzalez
DATE: April 21, 2016
RE: Brand Analysis Project

Chevys Fresh Mexican Restaurant, owned by Real Mexican Restaurants Inc., is identified as a casual restaurant and bar characterized by its Mexican grill and bar. This report will begin by analyzing the macro environment in US restaurants taking into consideration, social technological and social trends. To further identify Chevy's target markets, this report analyzes Chevy's Mexican Restaurant brand from the demographic and psychographic segmentation in relation to its other competitors, Chili's Grill and Bar, Applebee's, and TGIF's. From this information, points of difference are accessed as well as Chevy's brand strategies and positioning. This report will further examine communication mix and promotional tools implemented by Chevy's to achieve sales. Following the Brand Analysis, there will be three recommendations to better improve and achieve Chevy's objectives and sales within the market.

Executive Summary

Macro-Environmental Scan

To better understand the environment Chevy's operates, the report begins with a macro environmental scan highlighting social, economic, and technological. Within the past five years such trends impacting the market include a rise in health conscious consumers and increasing Hispanic population. Technological advancements among consumers have lead to an increase of integrated electronic communications used among businesses.

Segmentation, Targeting, and Positioning

The target market for Chevy's is families, singles, and baby boomers with middle to high income. Chevy's greatest consumer demand is among the Hispanic population and age ranges 18-44. Yet, the restaurant lags substantially for its recognition of fresh food products among consumers. In addition to the Fresh Mex positioning, Chevy's promotes a fun, festive atmosphere and attentive, friendly service.

Brand Analysis

The brand analysis of Chevy's Fresh Mex focuses on the prices product, place, and promotion implemented among the company owned and franchised restaurants. The Fresh Mex positioning aligns directly with the product lines and recent promotional strategies have strongly emphasized social media interaction. Chevy's most important communication tools include public relations, advertising, and promotion.

Brand Recommendations

After analyzing the market along with Chevy's positioning, there remains opportunity for market penetration and product differentiation. Potential partnerships with local farms may be advantageous towards promoting freshness. Highlighting and promoting these relationships will help to change the consumer's mind on Chevy's freshness in comparison to other competitors. Expanding the menu options to offer lower caloric options may be more incentivizing toward a modern health conscious consumer.

1. Macro Industry Analysis

Social Forces

Health Conscious Consumers. With the aging of the millennial population, technology and social media has become another value amongst customers. This population has also led to increased cultural awareness about how our food choices impact our health and the ecosystem in which we live. In 2015, USA Today surveyed more than 30,000 consumers in more than 60 nations revealed that more younger consumers are far more concerned about everything from food ingredients, genetically modified food to organic foods than previous generationsⁱ.

- 41 percent of Generation Z stated that they would be willing to pay more for healthier products
- 26 percent of Generation X'ers (1965-1979) stated they would pay more for healthy food
- 16 percent of those in the Silent Generation (1925-1945) made a similar claim.

Hispanic Population in US: The Hispanic population reached a new high of 55.4 million in 2014 (or 17.4% of the total U.S. population), an increase of 1.2 million (2.1%) from the year beforeⁱⁱ. The projected Hispanic population of the United States in 2060. According to this projection, the Hispanic population will constitute 28.6 percent of the nation's population by that dateⁱⁱⁱ.

Economic Forces

According to a report from Focus Economics, the U.S. was the fastest-growing of the developed economies in 2015^{iv}. The 2.4% pace of growth helped to considerably reduce the slack in the country's labor market and strengthen household and corporate finances^v. The U.S. economy features a highly-developed and technologically-advanced services sector, which accounts for about 80% of its output. The U.S. economy is dominated by services-oriented companies in areas such as technology, financial services, healthcare and retail. The fiscal deficit reached the highest point since 1945 in 2009 at 9.8% of GDP, but has improved progressively since then; the deficit dropped to 4.0% of GDP in 2013^{vi}.

Technological Forces

The rise in a more innovative consumer has led to the use of Internet markets. Online ordering and ordering take out have led to the expansion of business through an online media presence. According to Euromonitor, online ordering is most prevalent in the sphere of 100% home delivery/takeaway, with the two top players disclosing that over half of their respective sales are placed through their online platforms. Within restaurants, integration of kiosks is used to speed up order and pay processes^{vii}.

Industry Analysis:

US Restaurant Industry: The restaurants retail (US) market increased in value by 5% in 2014. The retail market compound annual growth rate for 2015-2019 will rise to .3% from -.1% in 2010-2014. Within the Full Service Restaurant market segment, 87 percent of the restaurants fall within the 'Casual Dining' category.^{viii}

Mexican Food: According to CHD Expert, a comprehensive and accurate foodservice database, consumers spend more than \$39 Billion at Mexican restaurants each year. The growing Hispanic population in the United States, about 48 million and almost \$978 billion in purchasing power in 2009, partly explains the increase in demand for Mexican food. The Hispanic purchasing power in 2015 was \$1.5 trillion dollars^x.

Mexican Restaurant Industry Trends: Independent restaurants primarily dominate the Mexican Restaurant Industry; approximately 74 percent of the nation's Mexican restaurants are independent^{xi}. Contrarily, 26 percent of Mexican restaurants fall into the chain category. CHD Expert defines a chain as having 10 or more units in operation, while an independent restaurant will have less than 9^{xii}.

Competitor Analysis: Competitors include Brinker's International, which operates Chili's Grill and Bar, Maggiano's Little Italy and owns stake in Romano's Macaroni Grill^{xiii}. Another major competitor is Applebee's International operating Applebee's Neighborhood bar and Grill. Carlson's Restaurant's Inc. stands as the third competitor mainly for its previous TGI Friday operation. Casual bars pose competition, however rise in the fast casual food is shifting the nature of casual sit down restaurants. For example, according to Hoover's, a businesses intelligence database, fast casual restaurants like Chipotle threaten to poach customers.

2. Segmentation, Targeting, and Positioning

Target Markets

Chevy's Mexican Restaurant marketing intent is to provide fresh Mexican food in an adult and children friendly atmosphere throughout afternoon and evening meals and celebrations. Data research has identified Chevy's market to be primarily competitive in family dining. From demographic segmentation, we observe the trends of children and adult dining at the restaurant in comparison to its competitors. We further analyze the choice of Chevy's restaurant in comparison to its competitors through psychographic segmentation.

Demographic Segmentation

According to the index number represented from the data below, customers are more likely to eat at Chevy's between the ages 18-44 with a household income above \$75,000. (See Figures 1 & 2)

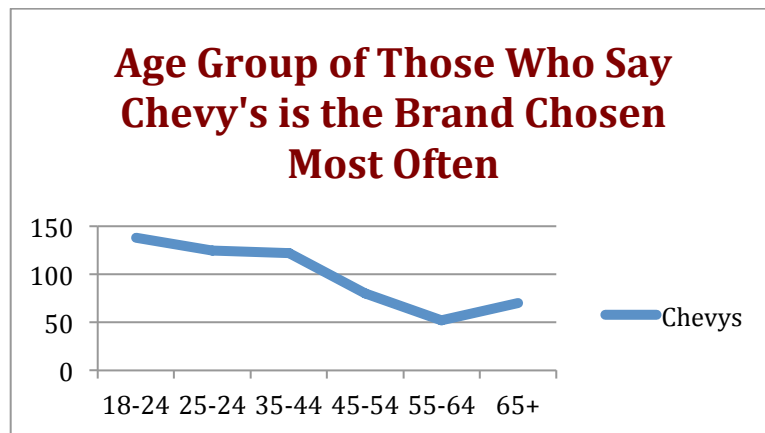


Figure 1: Simmons OneView. (2013). Spring 2013 NHS Adult Study. Retrieved April, 2016.

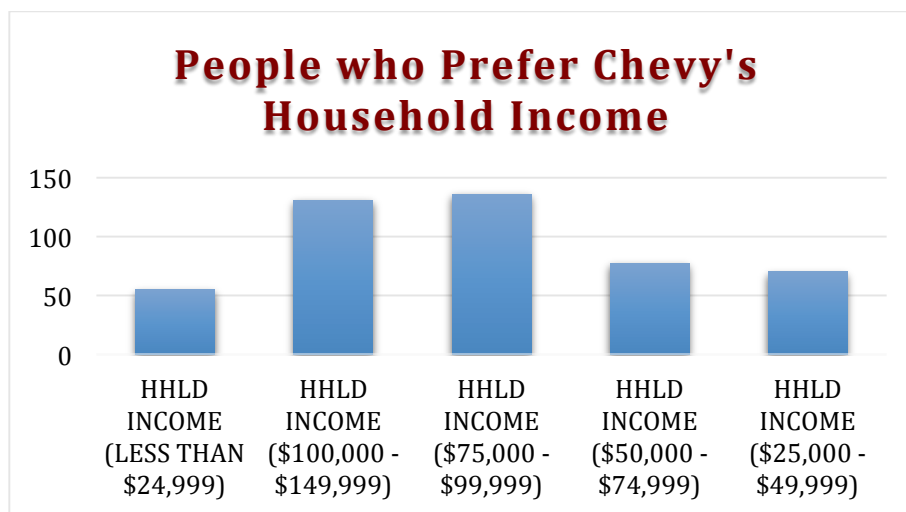


Figure 2: Simmons OneView. (2013). Spring 2013 NHS Adult Study. Retrieved April, 2016.

The Figure below displays the index number of races more likely to eat at Chevy's. From the table we can see that nearly half the population is made up of Hispanics while the other is split between those who identify as white and black. (See Figure 3)

RACES THAT PREFER CHEVY'S

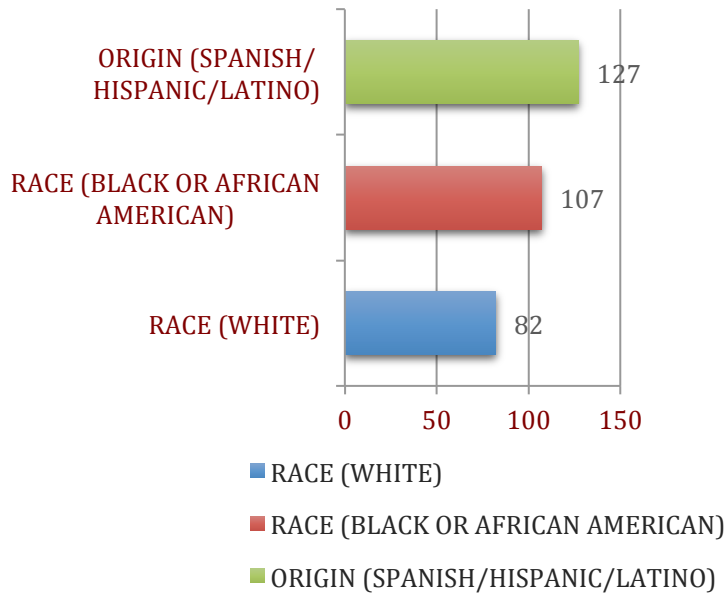


Figure 3: Simmons OneView. (2013). Spring 2013 NHS Adult Study. Retrieved April, 2016.

The primary target for Chevy's Mexican Restaurants are households with incomes typically above \$75,000 per year that typically include families with children under 18. The chart below displays the index, which children age groups are more likely to visit Chevy's and its competitors. From the data, we can see that parents with children ages 2-5 are more likely to eat at Chevy's than other competitors and remain competitive in other age groups up to 17. (See Figure 4)

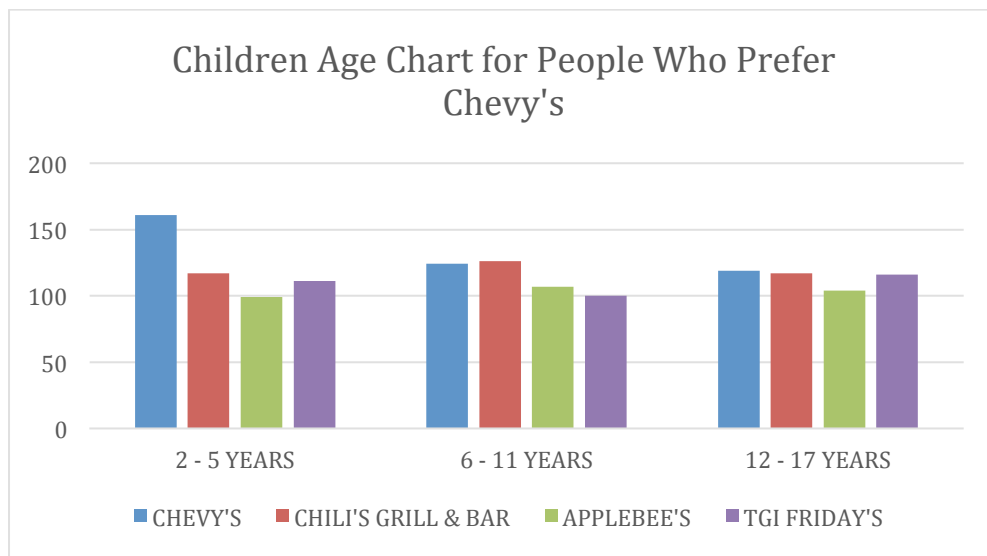


Figure 4: Simmons OneView. (2013). Spring 2013 NHS Adult Study. Retrieved April, 2016

In relation to competitors, we have further analyzed population of Chevy's dinner populations with both children and other adults. The data below tells us that Chevy's is equally competitive in being both a family dining and adult dining. (See Figure 5)

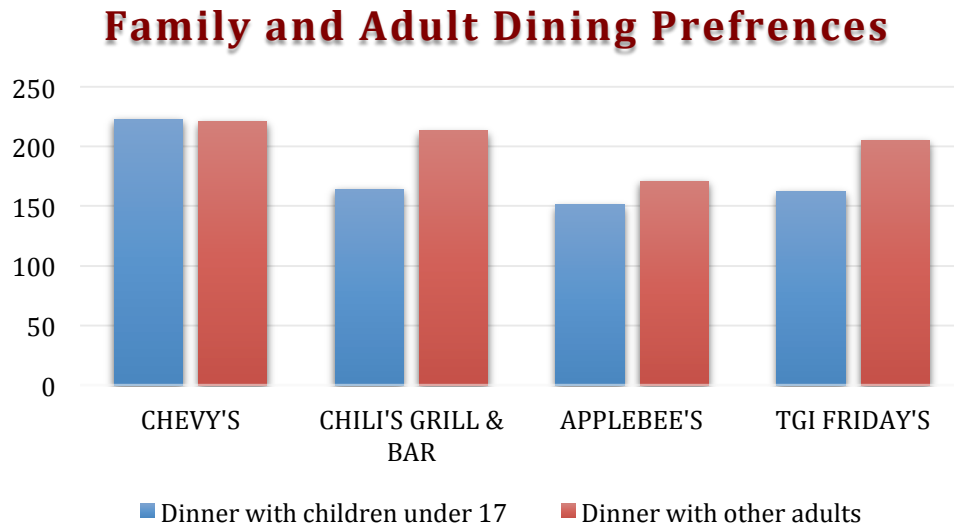


Figure 5: Simmons OneView. (2013). Spring 2013 NHS Adult Study. Retrieved April, 2016.

Points of Difference

The “Points of Difference” characteristics that make Chevy’s Mexican Restaurant unique relative to competitors- fall into three important areas.

- **Taste Trends.** Currently, Mexican foods such as burritos, enchiladas, and tacos are used in two thirds of American households showing a more favorable attitude toward spicy foods meanwhile Hispanic population increases in the United States.
- **Atmosphere and Environment.** Chevy’s brand inspires celebration amongst family and friends allowing for a festive dine in experience to be shared among all ages. Through a wide range of happy hours, lunch specials, and weekly kids eat free promotions; Chevy’s menu allows food lovers to dine during multiple occasions.
- **Quality Taste:** Chevy’s creates traditional Mexican dishes from scratch every day. Uses only fresh, top-quality ingredients in beloved recipes to create a one-of-a-kind fiesta of the senses.

Psychographic Segmentation

To measure these points of difference, the chart below identifies the lifestyle statements and self-concepts that Chevy's believes are reflective of its target customer. From the data, we can see that Chevy's is most competitive in those who drink alcoholic beverages at restaurants, consider themselves adventurous, and prefer dining out not fast food. However, the other areas such as spicy foods and freshest ingredients may be preferred from other competitors. (See Figure 6)

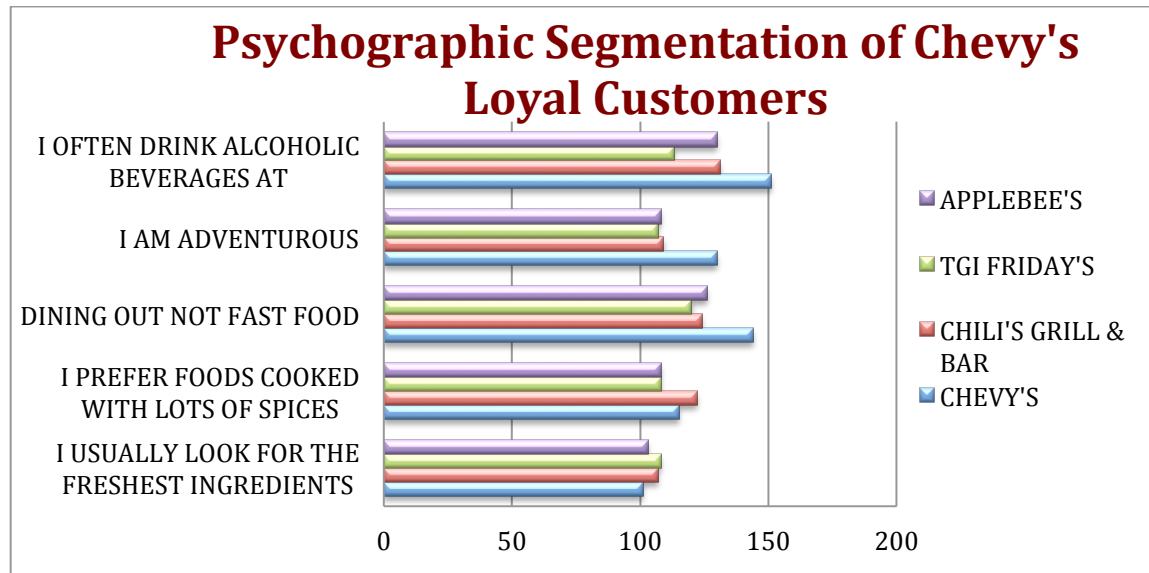


Figure 6: Simmons OneView. (2013). Spring 2013 NHS Adult Study. Retrieved April, 2016.

Chevy's customers who are likely to eat once or twice a month appear to count calories when they eat and feel guilty when indulging in fatty foods. The research also indicates these customers are willing to pay more for healthier foods. (See Figure 7 Below)

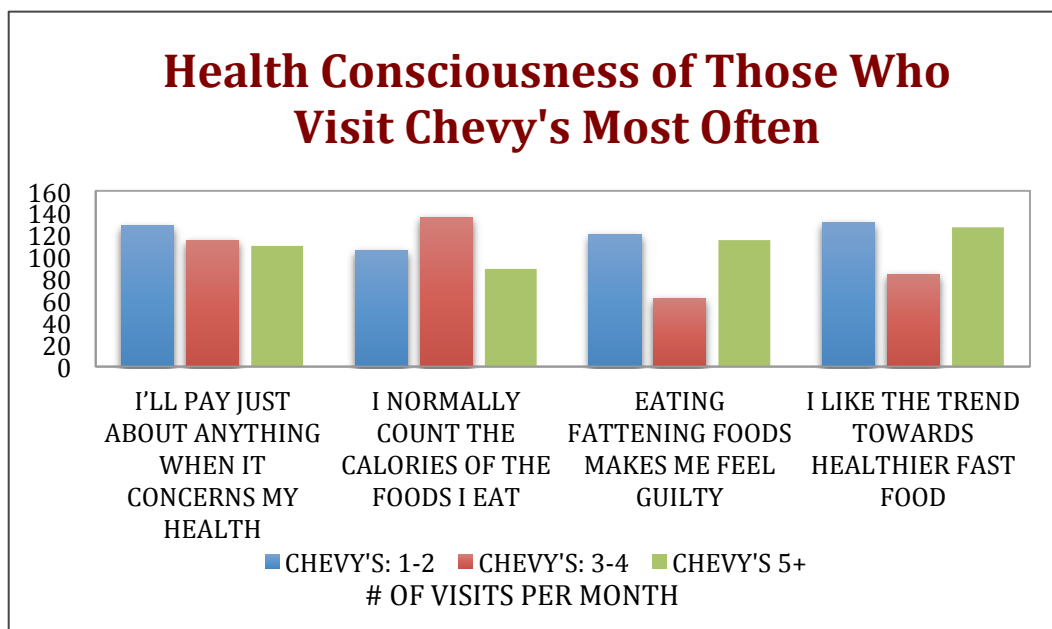


Figure 7: Simmons OneView. (2013). Spring 2013 NHS Adult Study. Retrieved April, 2016.

Positioning Strategy

The foundation of Chevys Restaurants is built upon Fresh Mex, complimented by a festive atmosphere and friendly service. Built on a platform of fresh – fresh ingredients, fresh preparation, fresh ideas and fresh personality – Chevys prepares dishes daily from scratch. In addition to the Fresh Mex positioning, Chevy’s promotes a fun, festive atmosphere and attentive, friendly service. In the past, casual family dining and bars have fulfilled consumer desires in separate spaces and atmospheres. Chevy’s Mexican restaurant paired these two environments to allow for both families with children ages 2-17 and adults ages 18-44 to obtain a positioning in consumers as a casual and energized atmosphere with high quality “mesquite fire flavored” Mexican dishes.

Competitive Deficiencies

The Age Group Data above shows that there is a dramatic decrease in the age population after age 35. Competitive deficiencies demonstrate a decline after age 44. Amongst psychographic trends (pictured in chart above), Chevy’s is less preferred to competitors in the areas of spicy foods and freshness.

Positioning Statement

To adults 18-44, with children 17 years of age or under or colleagues, who desire a dine-in experience and enjoy alcoholic beverages and spicy foods at restaurants. Chevy’s Mexican restaurant is a brand of casual restaurant and bar that allows middle class Americans to enjoy quality Mexican food and alcoholic drinks during lunch and dinners. The brand character is festive, family-oriented, and fresh.

3. Brand Analysis

Product Strategy

Unique Product Quality. With a commitment to freshness Chevys prepares dishes daily from scratch. Chevy's menu is characterized by contemporary adaptations of tradition Mexican dishes. The menu offers a wide variety of Mexican dishes with an emphasis on both traditional and innovative dishes. The fiesta begins at Chevys with signature fire-roasted salsa and fresh, hot chips^{xiv}.

- Entrees-Classic dishes, such as sizzling fajitas off the mesquite grill, are offered with traditional ingredients, such as chicken and beef, as well as with more contemporary combinations such as shrimp, Portobello mushrooms and asparagus. The menu offers an extensive variety of Mexican dishes, including traditional enchiladas, burritos and tacos, as well as a variety of combination platters. Entrees served with with San Antonio veggies, Fresh Mex rice, fresh guacamole, sour cream, pico de gallo, a signature sweet corn tamalito and choice of homemade beans.
- Alcoholic beverages-As a bar, Chevy's offers an extensive list of margaritas, tequilas and beers, complemented by premium gold house margaritas
- Starters and Dessert.-Smaller portion sized appetizer and bar food, include Dos XX Battered Shrimp - Barbecue Carnitas Sliders - Bacon-Wrapped Chicken Skewers - Street Taco Trio - Shrimp Cocktail. Kids menus are also available for smaller portion sizes. Even the dessert items include traditional Mexican dishes such as Flan, tres leches cake, and ice cream with cinnamon dusted tortillas. Chevys also offers a variety of salads and soups.

Price Strategy

The status of products and services are achieved through pricing fairly expensive, towards a \$75,000 and above consumer income. According to prices from the Chevy's in Arlington website, plates are priced between \$8-\$17 for entrees. Chevy's also offers bundles, or combos, that feature 2-3 entrees served with sides for \$11.49-\$13.39^{xv}. Lunch menu items range anywhere from \$5.99-\$11.99. Relative to other competitors, such as Chili's and On the Border^{xvi}, Chevy's starting prices are slightly higher.

Place (Distribution) Strategy

With a store base of 31 Company-owned by Real Mexican Restaurants Inc. and 13 franchised restaurants, Chevys is a national brand spanning 13 states^{xvii}. The restaurant franchise provides a large number of selective outlets in thirteen states: California, Nevada, Arizona, Illinois, Florida, Maryland, Missouri, New Jersey, New York, Oregon, South Dakota, Virginia, and Washington. Chevys is the most widely recognized Mexican casual dining brand in Northern California with 90% awareness^{xviii}.

- *Atmosphere and Ambiance.* Chevys restaurants resemble a Mexican border town café or cantina with a vibrant contemporary décor. The foundation of Chevys Restaurants is built upon Fresh Mex, complimented by a festive atmosphere and friendly service. Restaurant sizes can vary from 6,500 to 8,000 square feet with an approximate average of 7,500 square feet serving a seating capacity of 200 guests in the dining room and another 65 people in the cantina, not including patios^{xix}. In addition to the Fresh Mex positioning, they pride themselves on a fun,

festive atmosphere and attentive, friendly service. The décor is open, brightly lit and bustling with activity.

- *El Machino*. The theme of every Chevys dish is freshness, a characteristic underscored by the concept's signature, house tortilla maker, known as "El Machino". El Machino also helps create a fun atmosphere for everyone, including families with children, and enhances the concepts broad appeal.
- *Electronic Marketing Channels*. The Fresh Mex restaurant also integrates electronic marketing channels. These channels employ the Internet to make products or services available for consumption use by consumers. Such channels include kiosk ordering table service, online ordering to go and take out, and catering.

Promotion Strategy

According to Ad Redbooks, Chevy's spends \$14,325,000 annually on ads^{xx}. Their agency of record is Santy Integrated. The most important promotional elements for Chevy's Mexican Restaurant include Advertising, Public Relations, and Sales Promotion. Due to lack restaurants in selective states, the lack of national media leaves responsibility of local TV, print, and radio ads to the regional franchises. Publicity through local editorials and among communities is another important marketing tool for Chevy's Fresh Mex. The most frequently implemented marketing tools are promotional strategies.

Chevy's Mexican Restaurant has used the following promotional strategies to attract a festive atmosphere and enhance a diverse menu of delicious drink and dish options for food lovers^{xxi}.

- **HAPPY HOUR**: Everyday from 2pm - 8pm! Enjoy \$2.99 Domestic Drafts, \$3.99 Dos Equis, Well Drinks & Wine, plus \$4.99 House Margs. Try our Bar Munchies, too!
- **KIDS EAT FREE**: Every Tuesday, KIDS EAT FREE! Get one complimentary kids meal per adult entrée purchased.
- **LUNCH SPECIALS**: Join us for lunch and try our "My Way" customizable lunch menu— or get the classics on our Lunch menu, available Monday through Friday until 3pm.
- **SEASONAL SPECIALS**: We've taken "bar food" to a whole new level. Our chef has created 5 new dishes that are sure to wow your eyes and your stomach. Dos XX Battered Shrimp - Barbecue Carnitas Sliders - Bacon-Wrapped Chicken Skewers - Street Taco Trio - Shrimp Cocktail
- **#INEEDFAJITASWEEPSTAKES^{xxii}**. This two-month campaign encouraged the purchase of a fajita and an upload to social media focusing on the promotion through consumers.



Figure 8: Source: OfferPop. (2016). User Generated Content Marketing Platform | Offerpop. Retrieved April, 2016, from <https://offerpop.com/Contest.psp?c=693471>

- KIOSKS: This channel commonly feature appetizers, drinks, desserts and gift cards and can be used for final transactions.
- #MyChevys campaign asks guests “What’s your Chevys moment?” with copy appearing on both coasters and table tents^{xxiii}. The campaign leverages pre-roll video, display banners, and social media to reach new consumers with the #MyChevys message, while driving an organic content strategy across email and social channels to further engage and celebrate.

Situation (SWOT) Analysis

	FAVORABLE	UNFAVORABLE
INTERNAL	<p>Strengths</p> <ul style="list-style-type: none"> • Equally competitive in adult and family dining • One of the few chained Mexican restaurants in Market segment • Commitment to Fresh ingredients, recipes, and food daily 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Slow Franchise expansion; more demand than supply • Low recognition on “fresh” food brand among market segment • Drop off in Market ages 44-64
EXTERNAL	<p>Opportunities</p> <ul style="list-style-type: none"> • Growing demand in increasing Hispanic populations • Increasing health & environmental consciousness among consumers • Low number of Mexican Restaurants in Industry 	<p>Threats</p> <ul style="list-style-type: none"> • Competes with Chili’s for spiciest foods • Falls behind competition in freshest food • Potential increasing competition in Mexican Foods with rise in Hispanic Population

4. Brand Recommendations

Fresh Fiesta Initiative

Internally, Chevy’s Fresh Mex promises a commitment to freshness in their ingredients and recipes made from scratch. However according to statistics previously mentioned, in comparison to competitors, consumers recognize Chevy’s last for freshness. Chevy’s customers who are likely to eat once or twice a month appear to count calories when they eat and feel guilty when indulging in fatty foods. The research also indicates these customers are willing to pay more for healthier foods. Through the Fresh Mex initiative, Chevy’s will penetrate it’s existing market through a Fresh Fiesta Initiative utilizing publicity of local partnerships to build on the freshness platform. The initiative will also focus on product development by introducing lighter fare options. Lighter fares will allow health conscious customers to indulge in lower caloric Mexican food guilt free. The Fresh Fiesta initiative will help to ensure the commitment to freshness and health is not only internal, but recognized externally as well through three recommendations.

1. Farm Fresh Partnerships

Partner with local nonprofits and sustainable farms to bring you the freshest ingredients to bring you good food, and does good too. Whenever possible, source the best and the freshest from local growers and producers. Partner with local nonprofits with a commitment to healthy eating and garden initiative and cultivate community relationships.



Charitable Partners



Farm Partners



Producer Partners

Figure 9 Source: Cava Grill. (2016).Cava Grill-Community Partners. Retrieved April, 2016, from <http://cavagrill.com/culture/community>

Pros	Cons
<ul style="list-style-type: none"> • Already existing relationships with local farm and producers, build on and highlight them publically 	<ul style="list-style-type: none"> • Costs of time and effort expanding partnerships in different local communities
<ul style="list-style-type: none"> • Builds on existing platform and reflects commitment to community 	<ul style="list-style-type: none"> • No direct measure to assess impact on sales
<ul style="list-style-type: none"> • Opportunity to change minds of consumers about freshness of products 	<ul style="list-style-type: none"> • Cannot be forced to implement among all restaurants, franchises must be willing to participate

2. Farm Fresh Map

Highlight these relationships on a rustic chalkboard promotional map to reflect the restaurants community focus and farm to table philosophy. Let this map clearly highlight the organization and their mission and draw out a map of how the ingredients were plucked from the vine, the stalk, the bush, and delivered straight to the table! Menu items with these ingredients can be highlighted on the board also. Include pictures of these organization to feature faces behind these partners to generate interest. Display this map above the waiting area by the entrance so it is in plain view as people enter and exit. By featuring local partnerships, Chevy’s will enhance its community connections and demonstrate its commitment to organic freshness.



Figure 10: Source: NPB Art Studio. (2014). Blue Door Farm Stand - Nancy Pochis Bank Art Studio. Retrieved April, 2016, from <http://www.nancypochisbank.com/2014/06/06/blue-door-farm-stand-menu-boards/>

Pros	Cons
<ul style="list-style-type: none"> • Low cost campaign: no need for mass production of press materials, only purchase of board and graphic artist 	<ul style="list-style-type: none"> • Potential to be bypassed as customers enter and exit without interactive component
<ul style="list-style-type: none"> • Demonstrates community engagement by featuring local faces and local partnerships; exhibits commitment to freshness and community engagement publically 	<ul style="list-style-type: none"> • No direct measure to assess impact on sales
<ul style="list-style-type: none"> • Less of a corporate promotional agenda through chalkboard approach, gears away from overused social media trends; more authentic 	<ul style="list-style-type: none"> • Cannot be forced to implement among all restaurants, franchises must be willing to participate

3. Lighter Fiesta Menu

With the freshest meats, vegetables, and fruit accessible to the kitchen, it's time that Chevy's Fresh Mex refocuses efforts to lighten the caloric load on the plates. The "Lighter Fiesta" Menu will produce 5-7 different plates with less than 600 calories. This additional menu will allow the health conscious consumers to indulge in the same Mexican Flare Fiesta guilt free for slightly higher rates than compatible menu items. Comparable to competitors, starting prices can begin at \$11.29-\$15.49. This initiative will help Chevy's remain directly competitive with competitors who have already implemented lighter fares menus. Examples of these dishes as marketed by competitor Chili's includes^{xxiv}:

- *Mango-Chile Chicken*: Grilled chicken breast seasoned with 6-pepper blend, drizzled with spicy habanero mango glaze & topped with chopped mango, cilantro, house-made pico de gallo & fresh diced sliced avocado. Served with citrus-chile rice & steamed broccoli (cal. 510)
- *Margarita Grilled Chicken*: Margarita grilled chicken breast topped with house-made pico de gallo & crispy tortilla strips. Served with citrus-chile rice & black beans (cal, 580)
- *Grilled Fiesta Salad*- Fajita chicken breast with fresh diced tomatoes, house-made corn & black bean salsa, 3-cheese blend & honey-lime vinaigrette (cal. 430)

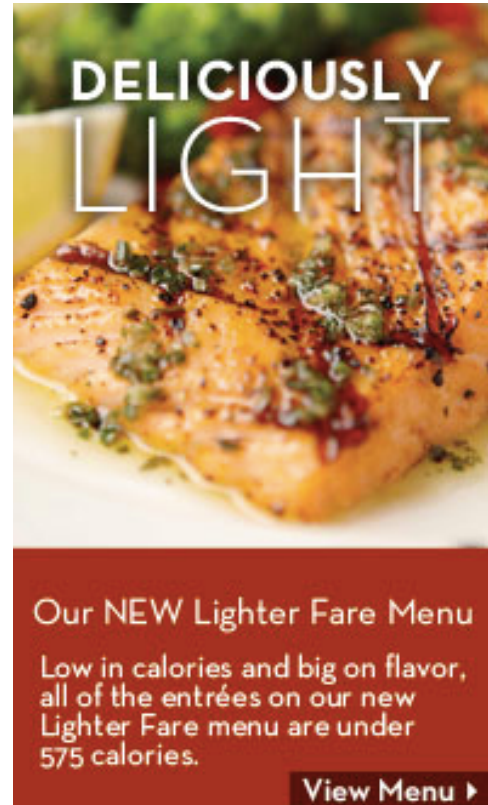


Figure 11 Pictured Right: Source: Olive Garden Italian Restaurant. (16). Lighter Fare Menu|. Retrieved April, 2016, from <http://www.olivegarden.com/menu-listing/lighter-italian-fare>

Pros	Cons
<ul style="list-style-type: none"> • Accessibility to fresh vegetable fruits, meats and seafood already in inventory; can include existing salad entrees and one of the 5-7 options 	<ul style="list-style-type: none"> • Production costs of producing new “lighter fiesta” menus
<ul style="list-style-type: none"> • Specifically provides options and serves growing health conscious consumer 	<ul style="list-style-type: none"> • Costs and time spent during development, trials of new menu items, training of chefs for new product preparation
<ul style="list-style-type: none"> • Item’s price can be slightly higher due to increased value and demand for health conscious consumer 	<ul style="list-style-type: none"> • Potential long term benefits and profits may take longer to see than initial costs in short run

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xxiv **Chili's Grill & Bar Restaurant. (2016).** Chili's To Go-Crystal City. Retrieved April, 2016, from <http://www.chilis.com/EN/Pages/home.aspx>