

**T H E R A N C H**

— RESTAURANT & SALOON —

# SITUATION ANALYSIS

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# THE RANCH

## RESTAURANT & SALOON

### HISTORY/INFORMATION

- ★ The Ranch Restaurant and Saloon, owned by Andrew Edwards, is located in the heart of Anaheim. The inspiration that stirred within Edwards to open up the Ranch came from his desire to find a good local spot for dancing. Edwards always went to The Old Crazy Horse for a good time, but after it shut down, he decided to take matters into his own hands and utilize his resources to recreate that type of environment.
- ★ The Ranch is not only a luxurious dining establishment but also a country music establishment that offers a variety of different events. The Ranch gives you options by offering fine dining in rustic and elegantly decorated restaurant that serves quality and prime dine in menu that includes food dishes that are made with the best local ingredients that are grown on The Ranch farm. Apart from the dining experience, the country club side offers musical performances that features local and popular country music artists in the heart if Anaheim.

### PRODUCT

- ★ The Ranch Saloon offers live country music and DJ, to its local community in Orange County. The Ranch Saloon is a place where customers go to enjoy a night dancing the two-step, and cooling off with a drink at the 47' Long Horn Bar and the 27' Mustang Bar. Because the Saloon is connected to The Ranch Restaurant, food is also an option for The Ranch Saloon customers, with a menu that varies greatly, from finger food to full meals and desserts.
- ★ The Ranch's kitchen is helmed by Executive Chef Michael Rossi. He is a seasoned veteran who was learned from some of the best in Hawaii, Italy, and other parts of America. With this extensive knowledge, he is able to prepare meals not on the menu to cater to guest needs.
- ★ The Ranch farm is also owned by Andrew Edwards and is located on the Edward Ranch Estates in city of Orange. The farm supplies organic produce to The Ranch.

- ★ Depending on the season, the vegetable farm is home to over 600 Heirloom Tomato vines featuring 90 different varieties. Also home to cucumbers, peppers, pumpkins, squash, zucchini, beets, corn, kale, melons, beans, citrus, berries and fresh herbs, original orange and fig trees, and heirloom cherry tomatoes.
- ★ The Saloon offers line dancing lessons at least twice a night, usually at 6:30pm and 7:30pm.
- ★ The Saloon currently has running schedule for Thursday through Sunday.
  - Line Dance Thursday: This is also their college night. Their DJ, DJ Leo Sierra, can switch between genres other than country to tune into the feeling of the crowd.
  - Live Shows on Friday and Saturday: They typically use a rotation of five resident bands as their performers.
  - Family Night Sunday: A day for the whole family to come in where they allow in kids as young as ten into the Saloon.
- ★ They do allow buyouts of the Saloon on certain days.
- ★ The Saloon also provides a happy hour to guests, although it is currently undergoing change.
- ★ The Saloon maintains a very clean and refined interior for both the main hall and the bathrooms, providing a different experience to other bars.

## PRICE

- ★ Pricing at The Ranch Saloon varies by time, date, and age of customer. Admission to the saloon is generally between \$5-\$15. Below is a more clear breakdown of admission costs at The Ranch Saloon.
- ★ Admission/Cover Fee
  - Family Night Sunday
    - \$10 All Ages
  - Crossroad Country Wednesday
    - Ages 18-20 - \$15
    - Ages 21 & up - \$5
  - Line Dance Thursday
    - Ages 21 & up - \$5
  - Special Performances

- 5:30pm - 8pm: Ages 21 & up - \$5
- 8pm-12:30am: Ages 21 & up - \$10

- ★ The Saloon also offers food and drinks, for which prices vary greatly. In the food menu, customers have the choice of ordering The Ranch Saloon Dog for just \$4 or get real fancy with the Cowboy Ribeye for \$118. These are both items available to the saloon in particular, but customers have the option of ordering from the extensive restaurant menu as well.
- ★ Drinks at The Ranch Saloon are very extensive. Their "Roundup Hour Drinks" (5:30pm-7pm) range between \$4 beers and a \$26.25 beer bucket.

## PLACE

- ★ The Ranch Saloon is located in Anaheim, California on the corner of Ball and Lewis. It is around two miles away from Disneyland
- ★ The Ranch is a single unit operator so this is their only location.
- ★ The Saloon itself is on the first floor of a 6 story office building. It is because of this that events cannot be held until after 5 pm due the office workers filling up most of the parking lot before this time.
- ★ The location also has clear and beautiful views of Disneyland Resort, Angel Stadium, Honda Center, and the city of Anaheim.
- ★ The Saloon is connected to the Ranch's restaurant. The Ranch also owns the 6th floor, and it is where they hold events.

## PROMOTION

- ★ The Ranch Restaurant & Saloon Website
  - The website offers the following categories of information for current and prospective customers:
    - Main Page Information: About, Band Inquiry, Careers, Contact Us, Gift Cards, Media, Information Sign Up
    - Restaurant: Overview, Menu, Events, Gallery, and Private Dining
    - Events Center: Overview, Venues, and Weddings
    - Saloon: Calendar, Dance Lessons, Gallery, Live Stream, Menu
  - The Ranch has the following social media accounts:

- Instagram:
  - @theranchrestaurant
    - Number of Posts: 1,085
    - Following: 3,900
    - The information and posts featured:
      - Employees that work at The Ranch Restaurant.
      - Food dishes and drinks
      - Upcoming events
      - Hosted events
      - Items grown at local farm
      - Events with other local Orange County businesses
  - @therancheventscenter
    - Number of Posts: 159
    - Following: 1,109
    - The information and posts featured:
      - Venue
      - Hosted Weddings
      - Events
  - @thesaloon
    - Number of Posts: 953
    - Following: 3,224
    - #theranchsaloon
    - Live stream link
    - The posts feature:
      - Venue
      - Events
      - Bands
- Facebook
  - @TheRanchRestaurant
    - Recommended by 1,529 people
    - 4.7 out of 5 based on the opinion of 810 people
    - The information and posts featured:
      - Reviews, Menu, Photos, Posts, Videos, Events, About, Community, Instagram Feed
  - @TheRanchRestaurant
    - Recommended by 1,079 people
    - 4.4 out of 5 based on the opinion of 1,716 people
    - The information and posts featured:
      - Reviews, Menu, Photos, Posts, Videos, Events, About, Community

- Twitter
  - Inactive since 2017

- ★ The Ranch Restaurant & Saloon Press and News
  - The Ranch has run print ads in OC Weekly
  - Awards from many different types of media including news stations, magazines, and bloggers like OC Register, OC weekly, and ABC News.
- ★ The Ranch Restaurant & Saloon Promotions
  - The Ranch has special events that run annually.
    - During Stagecoach, they have line dancing competitions.
    - Around Halloween, they host a special costume contest.
  - The Ranch does not offer real discounts or specials.

## CUSTOMERS

### CURRENT CUSTOMERS

- ★ According to the current marketing director of The Ranch Restaurant and Saloon, their current customer base are estimated to fall under a number of factors:
  - Between 40 to 50 years old
  - Earn around 6 figures
  - Live within a 15 mile radius
  - A regular customer at the Ranch Saloon
  - Have a family
  - Higher education
- ★ Their customer base is dependant on the season and time of the year. They are expecting a busy season during the upcoming celebratory season. With more holidays, people are more likely to go out and they can hold events to draw the masses in.

### TARGET AUDIENCE

- ★ The Ranch Saloon would like to target millenials (18-32) in their attempt to fill their Wednesday night.
- ★ Based on average spending habits by age, 21-44 seems like a good age range to target, specifically 25-34 years old.

Table 4. Alcoholic Beverages: Average spending by age, 2010

(average annual spending of consumer units on alcoholic beverages, by age of consumer unit reference person, 2010)

	total consumer							
	units	under 25	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75+
Number of consumer units (in 000s)	121,107	8,034	20,166	21,912	25,054	21,359	13,031	11,551
Number of persons per consumer unit	2.5	2.0	2.9	3.3	2.8	2.2	1.9	1.6
Average before-tax income of consumer units	\$62,481.00	\$26,881.00	\$59,613.00	\$76,128.00	\$79,589.00	\$68,906.00	\$49,711.00	\$31,782.00
Average spending of consumer units, total	48,108.84	27,482.77	46,617.48	55,945.67	57,788.25	50,899.73	41,433.85	31,528.55
<b>ALCOHOLIC BEVERAGES</b>	<b>411.97</b>	<b>406.10</b>	<b>473.04</b>	<b>497.41</b>	<b>414.04</b>	<b>402.11</b>	<b>391.50</b>	<b>183.68</b>
Consumed at home	221.68	153.06	215.30	277.78	228.54	231.02	244.50	115.62
Beer and ale	102.83	99.97	111.74	134.93	117.85	100.76	66.34	40.53
Whiskey	12.19	4.45	16.91	19.84	6.13	10.72	18.83	3.55
Wine	87.69	32.99	69.33	101.28	87.76	100.73	131.91	57.09
Other alcoholic beverages	18.98	15.65	17.32	21.75	16.80	18.81	27.41	14.44
Consumed away from home	190.28	253.03	257.74	219.63	185.50	171.09	147.01	68.06
Beer and ale at restaurants, bars	62.96	98.75	103.89	79.15	57.02	44.98	39.60	8.72
Wine at restaurants, bars	33.30	20.44	32.98	41.05	35.06	39.64	26.59	20.18
Whiskey and other alcohol at restaurants, bars	51.31	104.11	75.84	53.03	43.90	40.33	38.34	19.66
Alcoholic beverages purchased on trips	42.71	29.73	45.24	46.40	49.52	46.14	42.48	19.50

Source: Bureau of Labor Statistics, unpublished tables from the 2010 Consumer Expenditure Survey

- ★ As the level of income increases, the amount of money spent on alcohol away from home increases as well. Although different ranges appear to favor specific types of alcohol. If the Saloon is looking for a more beer focused sale, it would be better to target \$50,000 - \$80,000. While the upper echelon of incomes still spend quite a bit on beer, they are heavily the majority buyers of whiskey and other alcohol while away from home.

Table 8. Alcoholic Beverages: Average spending by income, 2010

(average annual spending on alcoholic beverages, by before-tax income of consumer units, 2010)

	total consumer units	under \$20,000	\$20,000-\$30,999	\$40,000-\$49,999	\$50,000-\$69,999	\$70,000-\$79,999	\$80,000-\$99,999	\$100,000 or more
Number of consumer units (in 000s)	121,107	26,429	27,751	11,446	17,368	7,250	10,098	20,766
Number of persons per consumer unit	2.5	1.7	2.3	2.6	2.8	2.9	3.0	3.2
Average before-tax income of consumer units	\$62,481.00	\$10,691.03	\$29,581.29	\$44,734.00	\$59,253.00	\$74,602.00	\$89,140.00	\$167,651.00
Average spending of consumer units, total	48,108.84	21,296.16	32,160.45	40,616.28	47,965.65	57,024.31	62,966.34	97,737.31
<b>ALCOHOLIC BEVERAGES</b>	<b>411.97</b>	<b>158.35</b>	<b>235.09</b>	<b>330.46</b>	<b>455.08</b>	<b>444.01</b>	<b>530.31</b>	<b>928.91</b>
Consumed at home	221.68	99.10	123.38	177.09	247.73	270.07	287.14	474.03
Beer and ale	102.83	59.39	62.71	88.88	131.18	142.43	154.16	159.88
Whiskey	12.19	3.35	10.38	7.54	21.87	15.12	14.40	17.65
Wine	87.69	28.31	38.70	64.64	69.74	89.40	98.47	258.15
Other alcoholic beverages	18.98	8.05	11.59	16.02	24.93	23.13	20.11	38.35
Consumed away from home	190.28	59.25	111.71	153.37	207.35	173.94	243.18	454.88
Beer and ale at restaurants, bars	62.96	27.39	42.18	61.98	78.48	59.21	79.40	118.80
Wine at restaurants, bars	33.30	8.39	16.86	18.07	30.50	22.45	42.68	99.69
Whiskey and other alcohol at restaurants, bars	51.31	15.58	35.82	42.79	53.99	40.62	70.90	116.24
Alcoholic beverages purchased on trips	42.71	7.88	16.85	30.53	44.39	51.66	50.20	120.15

Source: Bureau of Labor Statistics, unpublished tables from the 2010 Consumer Expenditure Survey

- ★ For the most part, there is a fairly even range of spending between many types of households except for single parents with at least one child. The households to focus on seem to be married couples with no children, but almost every other household has some merit involved in marketing towards.

**Table 16. Alcoholic Beverages: Average spending by household type, 2010**

(average annual spending of consumer units (CU) on alcoholic beverages, by type of consumer unit, 2010)

	total consumer units	total married couples	married couples, no children	married couples with children			single parent, at least one child <18	single person	
				total	oldest child under 6	oldest child 6 to 17			oldest child 18 or older
Number of consumer units (in 000s)	121,107	59,739	25,723	28,172	5,185	14,242	8,745	7,141	35,479
Number of persons per CU	2.5	3.2	2.0	4.0	3.5	4.2	4.0	2.9	1.0
Average before-tax income of CU	\$62,481.00	\$85,296.00	\$76,543.00	\$93,627.00	\$87,439.00	\$94,807.00	\$95,374.00	\$34,652.00	\$32,979.00
Average spending of CU, total	48,108.84	61,762.12	56,035.40	67,382.98	61,756.04	69,536.22	67,057.03	36,933.33	29,149.14
<b>ALCOHOLIC BEVERAGES</b>	<b>411.97</b>	<b>471.58</b>	<b>560.68</b>	<b>423.75</b>	<b>439.99</b>	<b>420.61</b>	<b>420.29</b>	<b>166.77</b>	<b>322.09</b>
<b>Consumed at home</b>	<b>221.68</b>	<b>277.31</b>	<b>333.19</b>	<b>243.14</b>	<b>258.80</b>	<b>244.04</b>	<b>233.79</b>	<b>106.89</b>	<b>142.52</b>
Beer and ale	102.83	121.11	128.23	114.86	120.16	113.90	113.59	47.78	63.19
Whiskey	12.19	18.59	21.14	18.66	5.88	31.19	6.52	5.29	7.16
Wine	87.69	113.79	151.97	91.17	120.82	77.65	96.15	46.82	61.41
Other alcoholic beverages	18.98	23.81	31.84	18.45	11.94	21.31	17.53	7.00	10.76
<b>Consumed away from home</b>	<b>190.28</b>	<b>194.27</b>	<b>227.50</b>	<b>180.61</b>	<b>181.19</b>	<b>176.57</b>	<b>186.50</b>	<b>59.87</b>	<b>179.57</b>
Beer and ale at restaurants, bars	62.96	59.16	69.21	53.64	57.41	52.59	53.28	14.74	64.33
Wine at restaurants, bars	33.30	35.33	39.84	35.08	46.85	32.78	32.50	6.98	30.53
Whiskey and other alcohol at restaurants, bars	51.31	43.43	48.50	42.19	33.59	38.93	51.45	15.27	54.36
Alcoholic beverages purchased on trips	42.71	56.35	69.94	49.69	43.35	52.26	49.27	22.89	30.35

Source: Bureau of Labor Statistics, unpublished tables from the 2010 Consumer Expenditure Survey

- ★ When looking into spending based on race, there was a much clearer distinction between the different categories. When consuming alcohol while out, Asians and non-Hispanic whites/others were clear higher spenders when compared to the other races accounted for.

**Table 20. Alcoholic Beverages: Average spending by race and Hispanic origin, 2010**

(average annual spending of consumer units on alcoholic beverages, by race and Hispanic origin of consumer unit reference person, 2010)

	total consumer units	Asian	black	Hispanic	non-Hispanic white and other
Number of consumer units (in 000s)	121,107	5,151	14,820	14,754	91,816
Number of persons per consumer unit	2.5	2.7	2.6	3.3	2.4
Average before-tax income of consumer units	\$62,481.00	\$85,316.00	\$45,727.00	\$49,845.00	\$67,283.00
Average spending of consumer units, total	48,108.84	58,375.54	35,862.76	41,456.34	51,166.60
<b>ALCOHOLIC BEVERAGES</b>	<b>411.97</b>	<b>321.59</b>	<b>203.30</b>	<b>259.87</b>	<b>470.35</b>
<b>Consumed at home</b>	<b>221.68</b>	<b>114.45</b>	<b>126.26</b>	<b>162.99</b>	<b>247.17</b>
Beer and ale	102.83	61.74	66.31	107.79	108.31
Whiskey	12.19	5.43	10.96	10.70	12.60
Wine	87.69	41.09	31.08	33.81	105.46
Other alcoholic beverages	18.98	6.18	17.91	10.70	20.81
<b>Consumed away from home</b>	<b>190.28</b>	<b>207.14</b>	<b>77.04</b>	<b>96.87</b>	<b>223.18</b>
Beer and ale at restaurants, bars	62.96	36.94	16.47	40.20	73.87
Wine at restaurants, bars	33.30	49.96	12.96	10.85	40.02
Whiskey and other alcohol at restaurants, bars	51.31	70.55	31.19	25.03	58.56
Alcoholic beverages purchased on trips	42.71	49.68	16.42	20.80	50.74

Note: "Asian" and "black" include Hispanics and non-Hispanics who identify themselves as being of the respective race alone. "Hispanic" includes people of any race who identify themselves as Hispanic. "Other" includes people who identify themselves as non-Hispanic and as Alaska Native, American Indian, Asian (who are also included in the "Asian" column), Native Hawaiian or other Pacific Islander, as well as non-Hispanics reporting more than one race.

Source: Bureau of Labor Statistics, unpublished tables from the 2010 Consumer Expenditure Survey

- ★ Like with income, as education level increase so does the amount spent on alcohol. Once higher education is reached, amount spent substantially increases. When assessing who to target, higher education should definitely be favored.

**Table 28. Alcoholic Beverages: Average spending by education, 2010**

*(average annual spending of consumer units on alcoholic beverages, by education of consumer-unit reference person, 2010)*

	total consumer units	less than high school graduate	high school graduate	some college	associate's degree	bachelor's degree or more		
						total	bachelor's degree	master's, professional, doctorate
Number of consumer units (in 000s)	121,107	17,303	30,921	25,460	11,443	35,980	22,877	13,103
Number of persons per consumer unit	2.5	2.8	2.5	2.4	2.5	2.4	2.5	2.4
Average before-tax income of consumer units	\$62,481.00	\$33,317.00	\$47,029.00	\$52,113.00	\$62,618.00	\$97,080.00	\$88,003.00	\$112,927.00
Average spending of consumer units, total	48,108.84	29,753.22	37,968.62	43,143.68	50,967.27	68,189.19	63,906.84	75,751.61
<b>ALCOHOLIC BEVERAGES</b>	<b>411.97</b>	<b>141.14</b>	<b>270.59</b>	<b>361.07</b>	<b>410.64</b>	<b>694.19</b>	<b>722.36</b>	<b>638.09</b>
<b>Consumed at home</b>	<b>221.68</b>	<b>98.51</b>	<b>164.36</b>	<b>203.35</b>	<b>227.91</b>	<b>337.81</b>	<b>339.53</b>	<b>334.42</b>
Beer and ale	102.83	66.71	100.86	110.46	107.25	113.52	127.78	85.44
Whiskey	12.19	10.95	6.60	11.80	6.47	19.84	21.48	16.62
Wine	87.69	10.75	44.27	64.84	90.85	175.43	160.83	204.19
Other alcoholic beverages	18.98	10.10	12.62	16.25	23.34	29.01	29.43	28.17
<b>Consumed away from home</b>	<b>190.28</b>	<b>42.64</b>	<b>106.23</b>	<b>157.72</b>	<b>182.73</b>	<b>356.38</b>	<b>382.84</b>	<b>303.67</b>
Beer and ale at restaurants, bars	62.96	17.21	39.83	56.98	71.02	105.18	122.82	70.44
Wine at restaurants, bars	33.30	4.96	16.87	26.66	22.77	68.63	69.03	67.84
Whiskey and other alcohol at restaurants, bars	51.31	12.57	28.71	38.12	50.49	98.15	109.26	76.28
Alcoholic beverages purchased on trips	42.71	7.90	20.82	35.96	38.45	84.41	81.72	89.11

*Source: Bureau of Labor Statistics, unpublished tables from the 2010 Consumer Expenditure Survey*

- ★ Obviously country music listeners will be targeted when creating the campaign, but it will be important to find the right channels to market through because while country listening is on the rise, the west coast in particular has a considerably lower level of country music listeners compared to other regions.
- ★ Looking in the immediate area of Anaheim, the United States Census reveals a lot of overlap between general demographics of those who live there and demographics of a target customer.
  - Population estimates: 350,000
  - Median income: \$61,000
  - Bachelor's degree or higher: 25% of the population
  - Race: The largest representation was white origins followed by Hispanic and then Asian.
  - This means that we have a good market to pull from as long as we can provide a good enough reason or incentive to get them to The Ranch gmSaloon.
- ★ When looking at the greater Orange County area, similar statistics were revealed with the major differences being that less people had higher education (down to 16%), but median income rose to almost \$80,000.
- ★ Their current customers meet many of the expectations of the target audience, but the main focus should follow similar demographics, but try to grab the younger audience as requested but also a slightly lowered income to what they

currently pull in. Millennials, especially those in college, are not necessarily going to have the same type of income to splurge on a Wednesday night.

- ★ According to the Guardian, nightclubs are currently on the decline for millennials, but because of regulation differences, bars are possibly a more appealing option. Some of the main reasons they state for the decline is expenses, music choices, and an impersonal atmosphere. This puts the Ranch in a great position to siphon millennials off of the diminishing nightclub scene.
- ★ On top of this, millennials are looking for experiences instead of the material. This is partially due to the rise of social media and being able to gain a following of an interesting post. The Ranch Saloon can use this trait because they offer a great experience over an average bar with the line dancing lessons and dancing.
- ★ Target Audience:
  - Millennials age 18-32
  - Primarily country music listeners
    - Non-country listeners are still viable due to experience
  - Lower to mid-range income: \$25,000 - \$80,000
  - Some higher education
  - Lives in Orange County or nearby

## COLLABORATORS

### SUPPLIERS

- ★ Legends Brewery
  - The Legends Craft Brewery is located in Anaheim and offers access to their tasting room daily. Regulars and new customers can purchase from an extensive menu that offers food by local food trucks, handcrafted natural sodas, and a variety of unique alcoholic beverages at the Legends location including their gold medal winning “American Lager.”
- ★ Beef vendors
- ★ Produce vendors
  - Local farm located on Edwards Ranch Estates which is owned and operated by owner of The Ranch.
- ★ Distillers

## ALLIANCES

### ★ Stagecoach

- The Saloon partnered with Stagecoach in March 2018 to host a dance contest. Four winners received a weekend pass to Stagecoach and a possible consideration for joining the Official Stagecoach Dance Team. If selected, their prizes would be upgraded.
- Stagecoach is a country music festival that runs once a year in Indio, California. Top country performers come from all over to perform. In 2018, almost 75,000 people attended.

### ★ Country Music Stars

- The Ranch has hosted many country stars at their venue such as Zac Brown, Miss Willie Brown, Jon Pardi, and Frankie Ballard. These types of well-known country names could serve as an extension to their fans if we can get them on board.

### ★ Country 105

- The popular country station Country 105 helped put together an after party at The Ranch for Zac Brown. It could be a good idea to tap into this previous partnership to create an advertisement or campaign that could benefit both parties.

## COMPETITORS

The following explores local competitors to The Ranch Saloon. Details mentioned for each competitor are reported to highlight their unique and competitive features in comparison to The Ranch Saloon. The following order of the competition was decided on first of all, similarity to the client, and appeal to target audience, with the first listed being the most similar to the client and the last listed as the least similar.



IC INCAHOOTS

### Overview

In Cahoots is a Nightclub, Bar, and Grill, located in Fullerton California, just about a 10 minute drive from The Ranch Saloon. They hold a variation of events, with 18+ admission most nights, special guests like DJ's and performers, and even private events.

## Prices

Admission/cover fee is competitive, ranging from \$10-\$12 for guests ages 18-20, and just \$5 for guests 21 and over.

Food is also very competitively priced, with some of their best deals going as low as \$1 for tacos on Tuesdays and their most expensive items at \$5.95. Drinks are also reasonably priced, with some deals going as low as \$3.

## Venue

In Cahoots has two dance floor, a large main floor where more experienced guests take on some line dancing or two step. The second dance floor, located away from the main floor, is a favorite of some of their guest, where shy or less experienced dancers could join in the fun and learn the dances at their own pace. Beyond the dance floors, the venue also features a mechanical bull.

## Special Features

In Cahoots incentivise their guests to keep coming and bring in more guests by holding special events, inviting special guest celebrities, and offering the chance for their guests to win items, like free tickets.

## Crowd & Environment

In Cahoots is a popular stop for a night out among country loving young adults in Orange County. Their affordable prices, inviting dance lessons, and relaxed environment with relaxed rules keeps a crowd in, even on Wednesday nights, which they claim to be their best night.

## Montana's Country Nightclub

### Overview

Montana's is located in San Dimas and is the only location in Southern California. Montana's is primarily a country club with an age requirement of 21. They operate Friday and Saturday only from 6pm to 1:30am. They do not have an about section, but they do say that their venue offers free saturday night dance lessons. Their website contains a minimal amount of information, but a good amount of images of the venue.

### Special Features

Since this is primarily a country-club, they only offer a drink menu. The venue is extremely spacious. Their decor is western themed. This venue has a strict dress code and offer a disclaimer that guests maybe be turned away at the door if their attire is

inappropriate or their attitude unpleasant. Guests are allowed to rent the venue for special events or reserve the Corral Area in the venue for the night.

### **Prices**

There is an admission/cover fee of \$10.

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## **Old Crow Smokehouse**



### **Overview**

The Old Crow Smokehouse is located in Huntington Beach CA and is the only location in southern California. Old Crow Smokehouse is primarily a restaurant, with live music Friday and Saturday nights. It is listed as one of the 'Best 75 Places to Eat' by the Orange County register. They offer an extensive menu that includes best barbeque styles from the Carolinas, Memphis, Kansas City and Texas and Southern inspired cocktails at the bar. They encourage guests to stay well after they finish their food and enjoy with their families and friends. Their normal operation hours are Monday - Thursday 11am-10pm, Friday and Saturday 11am-2am, and Sunday 10am-10pm.

### **Special Features**

The Old Crow Smokehouse offers a great variety of country performers that come play live music Friday and Saturday nights. The restaurant also accommodates Private and semi-private parties up to 500 people. Beside live music, the restaurant is equipped with flat screen TVs where guests can enjoy a sporting event from their table.

### **Prices**

Since this is a restaurant, there is no admission fee. Old Crow Smokehouse offers three menus, a Dine-in, Brunch, and Cocktail menu. The menus fall in the medium price range, with some specials and happy house (Monday - Friday 3pm-6pm) options. Dring happy house, guest can enjoy from a \$7 Moonshine Cocktails, \$5 Drafts, and \$15 "Pick Two" combos.

### **Social Presence**

Old Crow Smokehouse is well established in the social world. Their instagram and facebook pages are well followed and constantly updated promoting their upcoming events, bands, customers created content, and more. Beside the review by The Orange

County Register, their website is well organized and detailed, with many videos and media for potential customers to get a better idea of what the Old Crow Smokehouse is about.



### Overview

The Saddle Ranch is located in Orange, in The Outlets of Orange Mall, with more locations around southern California and even out of the state. The Saddle Ranch is primarily a restaurant with entertainment elements that take it out of the typical restaurant category. The Saddle Ranch is a family destination for special celebrations. They encourage guests to stay well after they finish their food. They operate 7 days a week 365 day a year. Monday - Thursday 11am-12am, Friday 11am-2am, Saturday 10am-2am, and Sunday 10am-12am.

### Special Features

Since this is primarily a restaurant and bar, they offer an extensive menu of food and drinks. The restaurant is known for its famous oversized cotton candy, which has earned the restaurant some social media buzz. Their decor is very Western themed, a Aspen ski lodge with the style of an old Western saloon. They feature a mechanical bull, outdoor space with fire pits, and lounging space. Customers also have the option of getting food delivered to them.

### Prices

There is no admission/cover fee. Food and drinks at The Saddle Ranch are priced at a medium price range. Most food items range between \$8-\$15. They have happy hour Monday through Friday from 3pm to 6pm, for which they offer 25-50% off all drinks and appetizers. From their regular menu, they also have a kids menu and even a brunch menu.

## CLIMATE

### LOCAL POLITICAL ENVIRONMENT

- ★ Health inspectors have been cracking down on local orange county restaurant and drinking establishments. This could affect the restaurant and saloon if the establishment is not up to date with their expectations.
- ★ There are over 80 different types of licenses in relation to the sale of alcohol or events where they are served. This could possibly hinder the Saloon if not all licenses are acquired to perform their expected duties at events and on a daily basis.

### ECONOMIC ENVIRONMENT

- ★ California's economy is the world's fifth largest in the world. The state added 366,000 jobs in 2017, which is 11,100 more than in 2016.
- ★ In Orange County alone, there has been a 4,300 job opportunity increase.
- ★ In 2017, the job growth was more than expected which resulted in an unemployment drop rate of 4.3% as of March 2018.
- ★ The inflation rate in Orange County jumped at a 4% annual rate.
- ★ The average income of someone living in Orange County is around \$78,000.
- ★ Orange County is a great place to start a business due businesses, both old and new, taking advantage of the available opportunities that exist. Silicon Valley is not the only area that is home to several successful startups. Orange County also has a history as being the home of numerous successful startups. According to Tech Space In 2011, the Orange County-Los Angeles area had the highest business start-up rate in the nation, with 58 out of every 10,000 people starting a business. Nationwide, the average was 32 people per 10,000. When individuals are employed, they would be more likely to attend venues like the Ranch and exchange their hard earned money for entertainment and service
- ★ Orange County is a tourism hub in Southern California. There are theme parks like Disneyland and Knott's Berry Farm. There is the Anaheim Convention Center. The Honda Center and Angel Stadium are also really close to The Ranch. These are all possible partnerships to push for to cross promote. Especially after certain events that cater to our target audience, it will be important to try to get The Ranch's

name into the eyes of consumers to pull them into the venue while they are nearby.

### SOCIAL/CULTURAL ENVIRONMENT

- ★ Millennials are buying from brands based on their social and environmental impact.
- ★ Millennials are more likely to “shop around” for the same product but at a lower price, before deciding to purchase.
- ★ Millennials prefer experiences, so 73% of millennials are spending their money on seeing live concerts or sporting events.
- ★ According to the Country Music Association, country music listener numbers are on the rise. Almost 31% of the west coast currently listen to some form of country music.
- ★ Online reviews from websites such as Yelp are extremely positive for The Ranch. They mention the great venue, staff, and food in many of the posts. Some of the more negative responses detail issues with the dance floor environment. These responders noted that they sometimes felt uncomfortable because they could not keep up or were asked to get off the dance floor for freestyle dancing.

### TECHNOLOGICAL ENVIRONMENT

- ★ Business technology has improved the communication processes between a business and their consumers. With technology communication businesses are able to receive consumer feedback via emails, websites or apps.
- ★ With an increase in social media usage, many businesses will have to update their technology skills, which will allow businesses to promote themselves to the upcoming generations.
- ★ Technology allows businesses to not only target the local market but as well as, regional, national and international markets.
- ★ There is a new app called Nightlife that links users up with their local bars and nightclubs. They are looking to expand to other cities and take requests as well.

- ★ Millennials are utilize social media to make a lot of their decisions when going out. According to the Pew Research Center, they are using primarily Facebook and Instagram. These should be primary ways to reach them through personal social media, promotions, and partnerships.
- ★ The Ranch could also look to expand their own phone application as a way to provide a quality product that matches their venue. More features could be added on top of what they offer to make the app more persuasive and push the user into coming into The Ranch more often.

## SWOT/SCOT ANALYSIS

### STRENGTHS

- ★ Great venue
  - Well-made food with an experienced cook
  - Clean bar and bathrooms
  - Security guards
  - Wide variety of drinks
- ★ Live music two nights a week
- ★ A DJ who can tune into the feeling of the crowd and adjust appropriately
- ★ Loyal regulars and guests
- ★ Commercial and public opinion are positive
- ★ USP: Line dancing lessons/group dancing
- ★ Reasonable prices
- ★ Own a local farm for produce and events
- ★ Run popular seasonal events that pull in many customers
- ★ Connected to the Ranch Restaurant
- ★ Have an event floor
- ★ Good relationship with suppliers
- ★ Variety of nights for all ages

### WEAKNESSES

- ★ Low social media reach
- ★ Infrequent or repetitive posts on Twitter and Instagram
- ★ Parking and event time restrictions due to venue placement in an office building
- ★ No discounts/specials
- ★ No freestyle dancing and dance floor compliance
- ★ Low attendance on Wednesdays
- ★ No real app for the Ranch
- ★ Possible outsider feeling presented due to dance environment
- ★ No true, long-lasting alliances or partnerships except for with suppliers

### OPPORTUNITIES

- ★ Country music listening is currently on the rise
- ★ Applications that link nearby users to local bars and clubs like Nightlife
- ★ Target audience matches local demographics of Anaheim and Orange County
- ★ Continued collaboration with Stagecoach
- ★ Millennials looking for experiences
- ★ Millennials are looking for business that follow a social/environmental cause and/or charity
- ★ Social media platforms allow for viral explosion and brand recognition if maneuvered right.
- ★ Close proximity to Disneyland, Honda Center, and Angel Stadium

### THREATS

- ★ Competitors like In Cahoots and Montana's pull from the same segments we are looking to target.
  - In Cahoots most popular day is Wednesday
- ★ Inspections and new alcohol licenses are pushing stricter regulations on restaurants and bars.
- ★ While country music listening is on the rise, the west coast has the least listeners compared to other regions in the US.
- ★ College students do not have a huge disposable incomes because of bills, college fees, and other expenses.

# T.O.W.S. Analysis

### Strengths

1. Great Venue
2. Live music
3. Positive public opinion
4. Good amount of regulars
5. USP: Line Dancing
6. Reasonable Prices
7. Own a farm
8. Run seasonal events
9. Connected to restaurant
10. Variety of nights for all ages

### Weaknesses

1. Low social media reach
2. Infrequent/repetitive media posts
3. Parking restrictions
4. No discounts/specials
5. Dance floor compliance
6. Low attendance on Wednesdays
7. No true phone app

<p><u>Opportunities</u></p> <ol style="list-style-type: none"> <li>1. Country music listening on the rise</li> <li>2. Millennials want an experience</li> <li>3. Applications like Nightlife that link users to bars/clubs</li> <li>4. OC population</li> <li>5. Stagecoach collaboration</li> <li>6. Millennials follow causes</li> <li>7. Close proximity to tourism spots</li> </ol>	<p><u>S/O Strategies</u></p> <ol style="list-style-type: none"> <li>1. Use the current customers to choose a cause to invest in. Getting involved could help attract millennials. (S3, S4, O4, O6)</li> <li>2. Target non-country music listeners specifically through social media and physical advertising (fliers) to <u>experience</u> something new. (S2, S5, S6, S8, O2, O4, O7)</li> <li>3. Run an ad campaign around a line dancing contest, where participants submit their videos through your social media of themselves with a group line dancing for the chance to win an all access night at the Ranch Saloon and Restaurant along with Stagecoach tickets for them and their party. (O1, O2, O3, O4, O5, O7, S4, S9).</li> </ol>	<p><u>W/O Strategies</u></p> <ol style="list-style-type: none"> <li>1. Create a full phone application that provides multiple features for the customer and social media connections. Include line dance tutorial videos and provide in-app engagement opportunities. (W1, W4, W5, W6, O1, O2, O3, O4)</li> <li>2. Make location filters for snapchat and instagram, where your visitors can share their experience at the Ranch Saloon. And you can reward users for social promotion. (O2, O7, W1, W2, W4)</li> <li>3. Post more videos and behind-the-scenes footage on social media to create a narrative that persuades the viewer to come in. (W1, W2, W6, O2, )</li> </ol>
<p><u>Threats</u></p> <ol style="list-style-type: none"> <li>1. Competitors like In Cahoots (In Cahoots popular day Wed.)</li> <li>2. Inspections and Regulations are getting stricter.</li> <li>3. West Coast is the slowest rising in country music listening.</li> <li>4. College students don't have lots of disposable income.</li> </ol>	<p><u>S/T Strategies</u></p> <ol style="list-style-type: none"> <li>1. Make an event celebrating the history of country music which you could make as a holiday for the Ranch Saloon and even your restaurant. (T1, T3, S2, S7, S10)</li> <li>2. Referral program: Regulars can bring in new people for perks/discounts.</li> <li>3. Have an all access night, where you bring the restaurant and saloon (T1, S1, S9)</li> </ol>	<p><u>W/T Strategies</u></p> <ol style="list-style-type: none"> <li>1. Create a loyalty program that provides points based on purchasing to encourage frequent visits. The higher your level, the more specials and perks you are offered. (W4, W6, T1, T3, T4)</li> <li>2. Engage the audience with polls and social media giveaways that gives them a voice. By providing them a say, they have incentive to come in. (W1, W2, W6, T1)</li> <li>3. Lower the Wednesday cover charge, include something like food with the cover charge, or provide a Happy Hour for discounted drinks on Wednesdays. (W4, W6, T1, T4).</li> </ol>

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