Term Information

Effective Term: Autumn 2016
Previous Value: Summer 2013

Course Change Information

What change is being proposed? (If more than one, what changes are being proposed?)
New prerequisite CSFRST/CSHSPMG 3910 is replacing old ones

What is the rationale for the proposed change(s)?
With the changes in the curriculum the existing prerequisites for this course are no longer required. The new prerequisite is one of the new core courses.

What are the programmatic implications of the proposed change(s)?
(e.g. program requirements to be added or removed, changes to be made in available resources, effect on other programs that use the course)?
No implications

Is approval of the request contingent upon the approval of other course or curricular program request? No

Is this a request to withdraw the course? No

General Information

Course Bulletin Listing/Subject Area: Consumer Sci: Hospitality Mgt
Fiscal Unit/Academic Org: Department of Human Sciences - D1251
College/Academic Group: Education & Human Ecology
Level/Career: Undergraduate
Course Number/Catalog: 4640
Course Title: Advanced Marketing in Hospitality Enterprises
Transcript Abbreviation: Adv Mrkt in Hosp
Course Description: Designed to provide students with an intellectual and hands-on understanding of the key hospitality marketing and hospitality entrepreneurship.

Semester Credit Hours/Units: Fixed: 3

Offering Information

Length Of Course: 14 Week, 7 Week, 4 Week (May Session), 12 Week (May + Summer)
Flexibly Scheduled Course: Never
Does any section of this course have a distance education component? No
Grading Basis: Letter Grade
Repeatable: No
Course Components: Lecture
Grade Roster Component: Lecture
Credit Available by Exam: No
Admission Condition Course: No
Off Campus: Never
Campus of Offering: Columbus

Prerequisites and Exclusions
Prerequisites/Corequisites
Prereq: CSFRST/CSHSPMG 3910

Previous Value
Prereq: ConSci 3910 (310) or ConSci 3920, and BusML 3150 (450).

Exclusions
Not open to students with credit for 680.

Cross-Listings

Subject/CIP Code

<table>
<thead>
<tr>
<th>Subject/CIP Code</th>
<th>52.0901</th>
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</table>

Subsidy Level
Baccalaureate Course

Intended Rank
Senior

Requirement/Elective Designation
Required for this unit's degrees, majors, and/or minors

Course Details

Course goals or learning objectives/outcomes
- Establish and design a hospitality firms' management applications for restaurants, hotels and events with a specific focus on customers and service
- Design a service-focused hospitality firm
- Establish the concept, design, planning, operation, marketing, and entire execution of the firm
- Appropriately utilize concepts such as: service molecule (tangibles and intangibles); packaging; core and peripheral; service process; and service system in order to design and manage the various service offers conceived within the firm
- Develop a blueprint that visually depicts the chronology and pattern of all performances comprising the service experience, and to, thus, manage every moment of truth throughout the firm
- Develop strategies to ensure the firms” superiority in terms of quality of customer experience
- Demonstrate the ability to bring together all the logical components of the hospitality firm and to integrate them into a visual and objective representation for the management of the firm
- Design service-product marketing and relationship marketing that are pertinent to the firm
- Work as part of a management team in a reality-based project
- Examine and critically evaluate and design this hospitality firm’s operations, marketing, and human resources function
Content Topic List

- How to apply the Hospitality marketing process: Service Characteristics of Hospitality and Tourism Marketing; The Role of Marketing in Strategic Planning
- Developing Hospitality marketing opportunities and strategies: Consumer Markets and Buying Behavior; Organizational Buyer Behavior of Group Market; Marketing Information Systems and Marketing Research; Market Segmentation, Targeting, and Positioning
- Developing the Hospitality and Tourism Marketing Mix: Pricing Considerations, Approaches, and Strategy; Communication and Promotion Policy and Advertising; Public Relations and Sales Promotion
- Managing Hospitality and Tourism Marketing: Internet Marketing, Database Marketing, and Direct Marketing; Destination Marketing
- Global Strategies for Hospitality Services: The Trend is Global, From Inns to Internationalization., Choosing an International Location, Strategies for Globalizing Hospitality Firms, Globalization Through Partnerships and Alliances.
- Modern Hospitality Marketing Internal Management Implications: Internal Marketing; Relationship Marketing; In-House Marketing; Managing and Marketing Service Demand.
- Modern Hospitality Marketing External Service Implications: Towards a New Marketing Paradigm; Integrating Operations, Marketing, and Human Resources; An Extended Marketing Mix for Services, New Marketing Concepts for Services.

Attachments

- 4640-Autumn-syllabus - 2015.pdf: Existing Syllabus

(Syllabus. Owner: Bujisic,Milos)

Comments

Workflow Information

<table>
<thead>
<tr>
<th>Status</th>
<th>User(s)</th>
<th>Date/Time</th>
<th>Step</th>
</tr>
</thead>
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<tr>
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<td>Bujisic,Milos</td>
<td>02/11/2016 10:14 PM</td>
<td>Submitted for Approval</td>
</tr>
<tr>
<td>Approved</td>
<td>Folden Jr,H Eugene</td>
<td>02/17/2016 02:37 PM</td>
<td>Unit Approval</td>
</tr>
<tr>
<td>Pending Approval</td>
<td>Odum,Sarah A. Zircher,Andrew Paul Warnick,Bryan R. Achterberg,Cynthia B.</td>
<td>02/17/2016 02:37 PM</td>
<td>College Approval</td>
</tr>
</tbody>
</table>
Instructor: Professor Jay Kandampully Ph.D

Office: Campbell Hall # 245; Telephone: 614-688-4583; Fax: 614-688-8133
Home telephone: 614-326-0346; e-mail: kandampully.1@osu.edu
Skype: jay1kandampully

Class Meeting Schedule and Place:  Tu Th 5:30 to 6:50  Campbell Hall # 252

Teaching Assistant: Ms. Can Lu  - Email: lu.1168@osu.edu

Textbook: There are no textbooks for this course; however, you are encouraged to refer to:
Publishing Company, USA

Premise of Hospitality Marketing:

This course aims to provide future hospitality managers with a global perspective of marketing, service delivery, customer experience and entrepreneurship. This course will help you to build and deliver services from the customer’s point of view. In fact, an entrepreneur’s success rests on his/her passion for service delivery, customer experience and the way in which the experience uniquely differentiates the firm from its competition. From a services management perspective, production and marketing are interdependent and cannot occur independently. Hence, the marketing of a service firm requires the effective management of every moment of truth that occurs in the production and consumption of the firm’s offer. In this competitive business environment, a customer’s selection of a hospitality firm is not always based on marketing, the effects of advertisement, or lower prices. If this were the case, most firms would survive, and competition would be limited. We know this is not the case in the marketplace. In this increasingly competitive environment, marketing, advertisement and/or price exert a limited influence on customers. A customer’s repeated choice of a hospitality firm is primarily based on the perceived value of the service experience offered by the firm as compared to that offered by its competition. This requires the firm to meticulously manage all products and services and every moment of truth within the production and consumption process. This course is primarily designed to provide students with an opportunity to evaluate the entire product-service production/delivery system of a hospitality firm, and to develop systems capable of assisting in the management of every moment of truth.
Course Objectives:

On completion of this course, students should be able to:

1. Demonstrate the knowledge required to design and develop business and marketing proposals for a hospitality firm (restaurant/event).
2. Undertake all the processes involved in developing a business proposal, such as: concept, design, planning, operations, marketing, and the execution of the project.
3. Develop a unique marketing proposal for the firm, supporting menu, restaurant layout, operational plan, and supporting marketing plan, etc.
4. Develop a blueprint that visually depicts the chronology of and pattern of all performances comprising the proposed customers’ service experience, and thus the ability to manage the customer’s every moment of truth.
5. Demonstrate an ability to bring together all the logical components of managing a restaurant/event and to integrate them into a visual and objective representation of customer experience.
6. Develop strategies to ensure the restaurant/event’s success through the quality of customer experience.
7. Design and develop marketing and relationship marketing plans for the proposed restaurant/event.
8. Work as part of a management team for the proposed business.

Course assessments

This course will be assessed using two sets of assignments, namely:

- **Individual project** - Marketing of a hospitality firm. (Due Thursday October 22, 2015)
- **Group project (group presentation - exam) – Business proposal and marketing plan of a restaurant/event.**

1. Individual project

Each student is required to complete one individual marketing project. It is the student’s responsibility to select the hospitality firm of his/her own choice. You will assume the role of a hospitality marketing consultant for this firm. The aim is not only to assess the firm’s present marketing strategies but, more importantly, to design a holistic marketing strategy for the firm focused on service superiority.

Identify one recent marketing strategy implemented by the firm. Assess what went right; and what problems were encountered. Based on your understanding of the firm’s marketing initiative, you as a consultant will then identify a structured and holistic approach for the firm’s marketing plan.

**Students are required to submit a one page outline (via email) of the proposed individual project before Thursday October 1 (10% of the individual project grade).**

This individual project should be approximately 1500-2000 words, and should be a comprehensive plan for identified firm’s marketing/customer satisfaction strategy. The individual project should not include more than 150 words on the history of the firm.
The individual project should have the presentation of a professional marketing report by a consultant; hence, it should include (1) Cover page with student’s name, email ID, title of the project (2) An index page, (3) An executive summary - summary illustrating the key points of what will be detailed in each section of the ensuing marketing plan (e.g. the description provided on the back cover of a book) (4) Main body – should be divided into various subsections (using subheadings), such as introduction and other issues that are relevant to the project report (5) Managerial implications (6) Conclusion – discuss your personal views and observations of the project, and how you would manage this project within a given firm.

A possible table of contents of the project would have the following structure:

- Cover page
- Table of contents
- Executive summary
- Business overview and market analysis
- Internal, external and interactive marketing
- Pre-, during-, and post consumption marketing
- Relationship marketing and networks
- Marketing the brand to all stakeholders
- Enhancing the image in the market
- Technology enhanced marketing
- Marketing through social media and e-word of mouth
- Customer communities
- Green marketing
- Satisfaction and loyalty of all stakeholders
- Unique propositions
- Managerial implications
- Conclusion
- Work Cited

This individual project is due on Thursday October 22, 2015 (before 5:30pm) in the class or in my office. Late submission will not be accepted.

Written assignment requirements:
Typed or printed on good quality printer; double-spaced. Times Roman size 12 font or Arial size 10 font. Maintain 1-inch margins on all sides. Title of the assignment should be centered on first page. Use a running header indicating the page number, your name (underline surname) and email ID. Include a list of references for all information you have used for the preparation of the assignment. Use Harvard style referencing. Ensure accurate spelling and grammar.

2. Group project

Students will form themselves into teams of 4-5 and will work collaboratively. It is the responsibility of each student to communicate with his or her class members and to ensure inclusion in a group. Each group will demonstrate their knowledge of the hospitality industry by developing a business and marketing proposal for a new restaurant/event concept. The business and marketing proposal will consist of a defined concept, supporting menu, service blueprint and a detailed marketing plan. Students will prepare a comprehensive written proposal, verbal presentation and a visual display. Students will demonstrate their ability to work together while
developing their business/marketing proposal. Teams will also be tested on their critical thinking skills by reacting to potential management challenges related to their concept. Students’ performance during the event will be observed and rated by judges from the hospitality industry.

Each team member will assume a management responsibility to investigate, develop, plan, design blueprints and present a comprehensive business and marketing plan with respect to a hospitality firm’s service-product delivery. The project should be a realistic project.

This group assignment comprises 70% of the assessment for the course. The maximum number of points attainable in this project is 100 points. The Written Proposal will be worth 30% (30 points) of the total, the Verbal Presentation will be worth 10% (10 points), the Blueprint & Visual Display will be worth 30% (30 points), and Creativity & Critical Thinking will be worth 20% (20 points), Group collaboration 10% (10 points). The groups will only be evaluated on the written project and materials requested in Appendix - A.

Assessment of this group work will be based on all components of the business and marketing proposal (maximum 10,000 words). Information on the history and background of the firm should not exceed 150 words. All members of the group are required to participate in the presentation. All students of CSHSPMG 4640 are expected to be present at all group meetings, workshops, and presentations. Each group must produce evidence (meeting minutes) to the examiner that collaborative team work and equal sharing of management responsibilities have been an integral part of the project. This work is considered a ‘team’ requirement, and will need to be of a satisfactory standard before any presentation mark will be awarded. The group can submit whatever evidence it wishes to substantiate its argument and the benefits of the proposed plan. Listed below are the 4 essential phases that will be used to assess each group project. (Each phase of the project may be submitted to me via email before the due date, before the class time.)

Phase – 1 (Concept)

Project identification, business concept, justification – (industry, competition, market analysis, customer analysis, website analysis and email) – Due on Thursday September 10

Phase – 2 (Operational) - from this phase onwards, you will be assuming a managerial role.

Uniqueness and differentiation through design and operation of the firm (unique value proposition; services, products and interactions; tangibles & intangibles; core, peripherals and the package) – Due on Thursday September 24

Phase – 3 (Experience)

Service process management – Managing the Moments-of-truth of the service delivery (blueprint the service delivery – demand; empowerment; guarantee; technology; recovery) – Due on Thursday October 8

Phase – 4 (Marketing)

Service-product marketing & relationship marketing - Due on Thursday November 5

Project presentation and exam on November 5, 10, 12, 17 and 19. Group project review – December 1 and 3, 2015.

(Business & marketing proposals of all groups to be submitted on a CD and in hard copy) – Due on Tuesday November 5, 2015.
Group Project Submission

The group assignment is a group effort, and is due on the day of the final group presentation. The final group presentation should be in PowerPoint presentation format, but needs to be self-explanatory. The group assignment should contain hard copies of the PowerPoint presentation and the written report containing 4 phases, interior diagram, blueprint and marketing samples. All analyses, spreadsheets, and other supplementary materials need to be provided in the appendix to the group project. The group project will include written work, visual displays, menu, blueprints and PowerPoint slides for the final presentation. Group projects should be developed in a manner that renders them suitable for a formal presentation – Due on November 5

(Final group project and the PowerPoint presentation slides should be submitted on a CD/thump drive and in hard copy).

Final Group Presentation

Final group presentations are the final exam for this subject. All students should attend all group presentations. Those who do not attend all final group presentations (whether of their groups or of other groups) will not receive the group project grade. There are no exceptions. Final group presentations are considered part of the subject and are an important component of the learning process.

Group sanctions

There are occasions when group members are not committed to their project. In the event of such a situation, the following procedure will be followed. If a group member is not contributing to the work, the rest of the group can approach the examiner and ask for the member to be awarded a caution. This can be removed later should there be sufficient improvement. If the group decides that the member does not deserve to have the caution removed, a deduction of 50% will be made for this student from the final group mark. However, if there is no improvement in the behavior of the cautioned student, he or she will be excluded from the group and awarded a mark of ZERO.

As senior students and future hospitality managers, I expect the group project and individual project to communicate your understanding of theory and practice, and, more importantly, your effort, creativity and communication skills. Grades will be awarded based on all the above factors.

Evaluation:

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Individual project</td>
<td>30%</td>
</tr>
<tr>
<td>Group project &amp; presentation (Exam)</td>
<td>70%</td>
</tr>
</tbody>
</table>

Maximum Total 100%

Course grading policies:

* Makeup of missed group workshops and assignments will be allowed only at the discretion of the instructor, and must be verifiable with appropriate written documentation by the student's physician, or by the athletics department (in the case of OSU varsity athletes).

* The individual project is due in the class or before 5:30 pm in the instructor’s office or in the class on the due date.
The grading scale is as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
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<tbody>
<tr>
<td>A</td>
<td>93-100 %</td>
</tr>
<tr>
<td>A-</td>
<td>90-92.9 %</td>
</tr>
<tr>
<td>B+</td>
<td>87-89.9 %</td>
</tr>
<tr>
<td>B</td>
<td>83-86.9 %</td>
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<tr>
<td>B-</td>
<td>80-82.9 %</td>
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<tr>
<td>C+</td>
<td>77-79.9 %</td>
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<tr>
<td>C</td>
<td>73-76.9 %</td>
</tr>
<tr>
<td>C-</td>
<td>70-72.9 %</td>
</tr>
<tr>
<td>D+</td>
<td>65-69.9 %</td>
</tr>
<tr>
<td>D</td>
<td>60-64.9 %</td>
</tr>
<tr>
<td>E</td>
<td>&lt; 60 %</td>
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</table>

**Attendance**

All students are expected to have a **minimum of 80% attendance** to secure a passing grade for this subject.

**Course Organisation**

<table>
<thead>
<tr>
<th>Week</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>Week 1:</td>
<td>Introduction to course and orientation for individual and group project. Group workshop -</td>
</tr>
<tr>
<td>Week 2:</td>
<td>Group workshop -</td>
</tr>
<tr>
<td>Week 3:</td>
<td>Group workshop -</td>
</tr>
<tr>
<td><strong>Thursday September 10</strong></td>
<td>Phase 1 submission – Concept</td>
</tr>
<tr>
<td>Week 4:</td>
<td>Group workshop -</td>
</tr>
<tr>
<td>Week 5:</td>
<td>Group workshop –</td>
</tr>
<tr>
<td><strong>Thursday September 24</strong></td>
<td>Phase 2 submission - Operational</td>
</tr>
<tr>
<td>Week 6:</td>
<td>Group workshop -</td>
</tr>
<tr>
<td><strong>Thursday October 1</strong></td>
<td>Individual project outline due</td>
</tr>
<tr>
<td>Week 7:</td>
<td>Group workshop -</td>
</tr>
<tr>
<td><strong>Thursday October 8</strong></td>
<td>Phase 3 submission - Experience</td>
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<tr>
<td>Week 8:</td>
<td>Group workshop –</td>
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<tr>
<td>Week 9:</td>
<td>Group workshop –</td>
</tr>
<tr>
<td><strong>Thursday October 22</strong></td>
<td>Individual project due</td>
</tr>
<tr>
<td>Week 10:</td>
<td>Group workshop</td>
</tr>
<tr>
<td><strong>Thursday October 29</strong></td>
<td>Phase 4 - Marketing</td>
</tr>
<tr>
<td>Week 11:</td>
<td>Group workshop</td>
</tr>
<tr>
<td>Week 11 Thursday Nov 5</td>
<td>Group project submissions</td>
</tr>
<tr>
<td></td>
<td>Exam 1 - Group Presentations</td>
</tr>
<tr>
<td>Week 12 Tuesday Nov 10</td>
<td>Exam 2 - Group Presentations</td>
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### Schedule

<table>
<thead>
<tr>
<th>Week 12</th>
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</table>

<table>
<thead>
<tr>
<th>Week 13</th>
<th>Exam 4 – Group presentations</th>
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<tbody>
<tr>
<td>Tuesday Nov 17</td>
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</table>

<table>
<thead>
<tr>
<th>Week 13</th>
<th>Exam 5 - Group Presentations</th>
</tr>
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<tbody>
<tr>
<td>Thursday Nov 19</td>
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<table>
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<tr>
<th>Week 14</th>
<th>Thanksgiving</th>
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<table>
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<tr>
<th>Week 15</th>
<th>Review of – Group Presentations</th>
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<tbody>
<tr>
<td>Dec 1 and 3</td>
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</table>

The content of sessions may change in the event of special needs and unforeseen circumstances. **All group workshops must be attended by all students.** Workshops are regular classes for this subject and are primarily held to assist you to coordinate the group project plan, and to assist me to monitor the progress and direction of the group project and individual project.

### Attendance, Tardiness & Courtesy:

Students are expected to attend all scheduled classes/group workshops. Participation in the group discussions is very important and hence students are expected to attend class and be on time for all scheduled sessions. Attendance will be recorded. If students are found not to be attending scheduled sessions and to have less than 80% attendance, the instructor reserves the right to request the student to discontinue the course.

Students are reminded that tardiness is disruptive to fellow students as well as the instructor. If tardiness becomes a problem, the instructor reserves the right to deduct points at any time.

**ALL DOCUMENTS ARE EXPECTED TO BE OF PROFESSIONAL QUALITY.**

All assignments and projects must be turned in as hard copy. Group project should be in both hard and soft copy (CD) No email assignments will be accepted.

### Getting Help:

**Who to see:**

If you are having trouble with concepts or assignments in the class and need explanation, see the instructor.

If you notice on Carmen that a grade is not recorded, or not recorded correctly, see the TA immediately. Grades will be posted no later than two weeks after the assignment is due. If a problem exists with posting grades, an announcement will be posted on Carmen, so check Carmen email & announcements. **You have three weeks after the assignment is due/handed in (or one week after the grades are posted) to notify the TA of errors or missing grades. If you have not notified the TA of the problem by that time, you forfeit your opportunity.**

If you have trouble accessing Carmen, contact 8-HELP, or Carmen@osu.edu

**When to get help:** *Immediately.* If you do not perform well on the first assignment, please make an appointment to meet with the instructor. Do not wait until the end of the quarter. To get the maximum benefit and grade from the class, you must take action early.

### Students with Disabilities:

If you have a disability and are in need of special accommodations, please advise me by the second session of class. The Office of Disability Services will work with you to provide the documentation you need to ensure accommodations are provided to meet your needs. The
Office of Disability Services Handbook states: “The student has the responsibility for making his/her accommodation needs known to the faculty… If a student with a disability does not request accommodations, the instructor of the class is under no obligation to provide accommodations.”

If you would like assistance from the Office of Disability Services, or think you might have a disability and would like to be assessed, please visit the Office at 150 Pomerene Hall, 1760 Neil Avenue, or call 292-3307.
Appendix A

Written Proposal Outline & Checklist

The information in the written proposal must be presented in the following order:

☐ Executive Summary

☐ Table of Contents

☐ Restaurant concept description
  o Type of establishment
  o Type of cuisine served
  o Meals served
  o Hours of operation
  o Location of restaurant
  o Target market

☐ Description of interior and décor

☐ Interior diagram

☐ Service blueprint showing moments of truth

☐ Listing of 9 menu items

☐ Unique marketing proposition

☐ Unique value proposition

☐ Unique relationship proposition

☐ 3 marketing tactics
  o Description
  o Goal
  o Budget (may be included as Appendix instead)
  o Sample

☐ Conclusion
Appendix B

Marketing

Ad Rates:

Students are not required to use any of the following marketing options in their proposal. However, if you do decide to use one of these options you must use the pricing provided below for your expense budget.

Newspaper (rate per inch):

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<thead>
<tr>
<th>Annual Volume</th>
<th>Daily</th>
<th>Sunday</th>
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<tbody>
<tr>
<td>Open</td>
<td>$133.95</td>
<td>$136.30</td>
</tr>
<tr>
<td>$20,000</td>
<td>$110.00</td>
<td>$112.10</td>
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<td>$50,000</td>
<td>$100.15</td>
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<tr>
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<td>$99.35</td>
</tr>
<tr>
<td>$100,000</td>
<td>$93.15</td>
<td>$95.45</td>
</tr>
</tbody>
</table>

Repeat Discount: 30% discount on repeat ads within 7 days of first insertion. Repeats must be identical ads.

Multiple Page Discount: Multiple pages in the same issue receive a 30% discount on second and subsequent pages in that issue.

To determine the price structure for an advertisement you will need to determine your add size by total inches using length by width (example 3x4 = 12 inches). The above rates are based on an annual contract. The more ads you commit to run, the lower your cost per inch.

Example: 3 x 4 inch advertisement = 12 inches
         You’ve committed to spending $50,000 on newspaper advertising
         To run this ad on Monday the cost would be $1201.80

TV Advertisement:
Development & production – $275,000 for one 30-second commercial
Air Time – Morning News $200 for 30 sec/$100 for 15 sec
      Prime Time $1,000 for 30 sec/$500 for 15 sec
Evening News $500 for 30 sec/$250 for 15 sec

Radio:
Development – $45,000 for two 30-second commercials
Air Time – $362.00 for a 30-second spot

Billboard (digital billboard with rotating ads):

<table>
<thead>
<tr>
<th># of Boards</th>
<th>Seconds per Spot</th>
<th>Four Week Rate for 1 Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>10</td>
<td>$67,500</td>
</tr>
<tr>
<td>7</td>
<td>10</td>
<td>$52,500</td>
</tr>
<tr>
<td>1</td>
<td>10</td>
<td>$7,500</td>
</tr>
<tr>
<td>1 (Train Market)</td>
<td>10</td>
<td>$7,500</td>
</tr>
</tbody>
</table>
Website:
Development – $2,000
Monthly Hosting – $50

Print: For print material you will need to use FedEx Kinkos as your pricing source. To find the nearest FedEx Office location nearest you go to the following website: http://www.fedex.com/us/officeprint/main/index.html
You can call or email a location to receive a price quote; long distance phone calls are not necessary.

Electronic Marketing: Fishbowl provides on-demand marketing software solutions designed to address the specific needs of the restaurant industry. Products include: email marketing, mobile marketing, online ordering, and online reservations. Go to www.fishbowl.com for more information. Pricing and information for email marketing is below.

Fishbowl's Local solution brings messaging best practices to the independent operator – brand messaging, recurring loyalty messaging, and local store marketing, using a design and promotional library with hundreds of restaurant-oriented email templates and editable pre-written campaigns. In-store data entry, premium deliverability & results tracking, and unlimited list growth are all bundled into a single package price to ensure a predictable monthly budget – no add-ons, no overage charges. Fishbowl's web-based tools are easy to navigate and use, but our client support team is always available as a partner to help you build customer loyalty and generate return visits.

<table>
<thead>
<tr>
<th>Product</th>
<th>NRA Member Pricing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fishbowl Email Marketing</td>
<td>Set-up Fee: $0</td>
</tr>
<tr>
<td></td>
<td>Per Store Monthly</td>
</tr>
<tr>
<td></td>
<td>1st location: $179.00</td>
</tr>
<tr>
<td></td>
<td>02-05 locations: $152.24</td>
</tr>
<tr>
<td></td>
<td>06-10 locations: $143.28</td>
</tr>
<tr>
<td></td>
<td>11-20 locations: $125.37</td>
</tr>
</tbody>
</table>
Appendix C

Restaurant Segment Definitions

**Family Dining Fullservice Restaurant** - Establishment providing waiter/waitress service, and the order is taken while the patron is seated. Patrons pay after they eat. Average per-person dinner checks of $10 or less.

*Examples:*
- Pizza Hut
- IHop

**Casual Dining Fullservice Restaurant** - Establishment providing waiter/waitress service, and the order is taken while the patron is seated. Patrons pay after they eat. Average per-person dinner checks in the $10 - $25 range.

*Examples:*
- Olive Garden
- Buca di Beppo
- Houlihan’s

**Fine Dining Fullservice Restaurant** - Establishment providing waiter/waitress service, and the order is taken while the patron is seated. Patrons pay after they eat. Average per-person dinner checks of $25 and above.

*Examples:*
- Capital Grille
- Sullivan’s
- French Laundry

**Quickservice (Fast Food) Restaurant** - Establishments primarily engaged in providing food service where patrons generally order or select items and pay before eating. Food and drink may be consumed on premises, taken out or delivered. Also includes snack and nonalcoholic beverage bars. Checks average in the $3 - $6 range.

*Examples:*
- McDonald’s
- Burger King
- Taco Bell

**Quick-Casual Restaurant** - Quick Casual restaurants are defined as attractive and comfortable establishments serving freshly prepared, wholesome quality, authentic foods in a reasonably fast service format. Checks average in the $7 - $9 range.

*Examples:*
- Bakery cafes - Panera Bread, Corner Bakery
- Deli sandwich - Briazz, Cosi, McAlister’s, Pret A Manger
- Mexican - Baja Fresh, Chipotle, Rubio’s, LaSalsa, Qboda
- Home Meal Replacement - Boston Market, Koo Koo Roo
- Italian - Fazoli’s, Pompei Bakery, Pasta Bravo