

# Marketing Plan Wetherspoon

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## **Preface**

This report is submitted in order to meet the requirements for finalizing the degree European Studies at The Hague University of Applied Sciences.

Firstly, I want to thank Marieke Strietman and Shalini Bhairosingh for their support, their faith, and their willingness to critically discuss all relevant topics related to Wetherspoon and the Hague's hospitality industry with me. Furthermore, I want to thank my supervisor Mr. Harris, who guided me throughout the process and provided me with multiple useful advices. In addition, I also want to thank all employees of the Dutch tax authorities, customs, and all civil servants from the Hague's municipality for all their time, patience and energy to answer my numerous questions. Finally, I want to thank everyone who filled out a survey for their contribution to this dissertation.

I hope this report provides the reader with new interesting insights concerning Wetherspoon, the buying behavior of several segments, stakeholders in a starting business, and the complexity of the hospitality industry in the Hague in general.

## Executive summary

This marketing plan examines how JD Wetherspoon plc. could be successful in the Hague concerning the opening and running of a Wetherspoon pub. The research has been based on an extensive analysis of the buying behavior of several segments and on the examination of relevant external factors, such as main competitors in the hospitality industry and stakeholders in a starting business. Therefore, the research question of this report is: 'How can Wetherspoon be successful in the hospitality industry in the Hague?'

The focus of this marketing plan will be on the Hague, the third city of the Netherlands in terms of residents. In addition, the Hague can be characterized as the international city of peace and right as tens of thousands of expats, employees working for international organizations and international students can be found in the Hague. Consequently, the Hague has been selected as main location for this report.

This marketing plan provides information about Wetherspoon's current business and competitive advantage, the hospitality industry of the Hague, and the buying behavior of several segments: in addition to desk research, 100 surveys have been processed and analyzed. The surveys have been filled out by students (40), working Dutch citizen (40), and British that are living/working in the Hague (20). Besides, two employees of Wetherspoon have been interviewed to answer mainly operational questions about Wetherspoon in order to determine a marketing plan as tailor-made as possible.

Based on the Hague's international character, extensive desk research, the examining of main competitors and the processing and analyzing of 100 questionnaires that have been filled out by three different segments, there is evidence to suggest that there is a market for Wetherspoon in the Hague. Obviously, there are several companies that can be considered competitors in the Hague's hospitality industry, as Wetherspoon operates on many different domains: in terms of physical products, both breakfast, lunch, dinner and drinks are offered by Wetherspoon pubs. Therefore, five main competitors can be identified: Hema, McDonalds, Vapiano, The Fiddler and O'Casey's Irish Pub.

Although all recommendations from this report can be regarded useful, a certain number of main criteria can be determined that should be followed in order to be successful in the hospitality industry in the Hague. The following four criteria should be pursued:

- Opening offer: all meals and drinks should be made available for a reduced price in the opening month in order to create and enlarge Wetherspoon's market share in the



Hague. The recommended promotion methods can be found in the chapter 'Marketing Mix'.

- Out price main competitors The Fiddler and O'Casey's: Wetherspoon will be able to compete with The Fiddler and O'Casey's if all similar offered products with prices higher than €8,00 are offered at least 25% less expensive at Wetherspoon.
- A premium location in the Hague's city center: the majority of the interviewees notifies that a convenient location is considered a main criterion for having lunch, dinner and/or a drink at a café or a restaurant.
- Increase brand recognition: over 70% of the interviewees has never heard of Wetherspoon before. One month after the opening and actively promoting, Wetherspoon's brand recognition should have been measurably increased.

The conclusion is that Wetherspoon could be successful in the Netherlands. Therefore, it is recommended that Wetherspoon composes the perfect combination between two different influences, as on the one hand, Wetherspoon should remain loyal to its British marketing mix. On the other hand, Wetherspoon should also imitate and improve the strengths of competing businesses that are operating in the Hague's hospitality industry in order to successfully open its first establishment in the Netherlands.

## Table of Contents

Preface .....	1
Executive summary .....	2
Table of Contents .....	4
Introduction .....	5
Methodology .....	5
1.1 Historical background .....	6
1.2 Mission statement, vision and strategy .....	7
1.3 Competitive advantage .....	7
2.1 General description of the market .....	10
2.2 DESTEP analysis .....	11
2.3 Porter's Five Force Framework .....	13
2.4 Competitor analysis .....	16
3.1 Potential market and segmentation .....	20
3.2 Marketing mix .....	22
4.1 Start-up requirements .....	26
4.2 Conclusion .....	30
4.3 Recommendation .....	32
List of References .....	34
Appendices .....	37
A. Questionnaire .....	37
B. Survey results .....	44
C. Interview employees Wetherspoon .....	60
D. Student Ethics Form .....	64

## Introduction

Wetherspoon is one of the largest and fastest growing pub chains in Britain with, according to Wetherspoon's official web site, over 900 pubs and 23,000 staff members (About us, n.d.). Wetherspoon started with one single pub in London and is currently active in multiple industries: Wetherspoon also operates the Lloyd no. 1 bar chain and a modest number of Wetherspoon hotels. In this dissertation, however, Wetherspoon's pub chain will be analyzed.

Wetherspoon is known for establishing competitive advantage by cost leadership due to economies of scale. Based on the current on-going economic recovery from the recent economic crises, there is evidence to suggest that consumers are more reticent with (larger) expenditures. According to the NOS article *consumentenvertrouwen stijgt*, the current expenditures' of Dutch consumers start to increase, however the consumers' trust can still be considered fragile and is expected to remain so (Consumentenvertrouwen stijgt, 2014). Therefore, the expectations are that cost effective companies in the Netherlands such as Hema and Ikea, who have low-budget offers such as their breakfast deals, will continue to attract customers. This dissertation examines how Wetherspoon would be able to compete in the Hague in order to effectively attract consumers to have a low-budget alternative and the unique experience to have breakfast, lunch, dinner and/or drinks in a British pub, with some essential changes in order to adapt the Wetherspoon pub in the Hague to the local market.

The following research question will be examined in this dissertation: 'How can Wetherspoon be successful in the hospitality industry in the Hague?' Furthermore, the following sub questions will be replied:

- 'When would Wetherspoon be considered to be 'successful' in the hospitality industry in the Hague?'
- 'What is Wetherspoon's current marketing strategy?'
- 'How large is Wetherspoon's current brand recognition in the Hague?'

## Methodology

The aims and objectives of this dissertation are to examine the possibilities for Wetherspoon in the hospitality industry in the Hague by establishing a marketing plan in

the following 13 weeks. However, due to limited time, money and human resources, this report will mainly focus on the aspects that can be considered to be the most relevant in order to establish a marketing plan as holistic as possible. Therefore, a description of Wetherspoon's current organization/business is provided. Furthermore, a description of the market will be given. This will be done by examining several relevant external factors on Macro and Meso level. In addition, the suggested marketing mix will be determined. Besides, relevant start-up requirements and a recommendation are set, and at the end of the marketing plan, a conclusion will be made to sum up the most important outcomes of this report. To add extra value to the report, 100 surveys will be processed and analyzed to determine the buying behavior and needs of a representative part of the Hague's consumer market and to position Wetherspoon as effectively as possible. The questionnaires will be filled out by the following three different segments: 40 by students, 40 by citizens belonging to the working population and 20 by British that are living/working in the Hague. In addition, two employees of Wetherspoon have been interviewed to answer mainly operational questions about Wetherspoon.

## 1.1 Historical background

According to Wetherspoon's official web site, the first JD Wetherspoon plc. pub was opened in 1979 in Colney Hatch Lane, Muswell Hill, in London (About us, n.d.). The pub was founded by the British Tim Martin. Martin can be considered a leader with strong opinions on matters related to politics and business management. Several of those expressions are translated in the way Wetherspoon is positioned in the British market, which explains Wetherspoon's current brand image and its group of loyal customers who can identify themselves with Wetherspoon. According to an interview with Martin in 2002, the modelling of Wetherspoon pubs is partly based on a description in a 1946 essay by George Orwell, named 'Moon under Water'. Orwell's description offered 'cheap beer, good conversation, motherly barmaids and solid architecture' (Clark, A., 2002).

Over the years, Wetherspoon has pioneered on many domains. According to Wetherspoon Jobs, Wetherspoon was the first company to get around the brewers' monopoly of pub ownership by getting licenses and planning permission to convert shops, banks and showrooms into Wetherspoon pubs (History, n.d.). Besides, Wetherspoon was the first pub to serve food all day, from the opening until closing time in all pubs. Furthermore, Wetherspoon was the first pub company to open non-smoking areas of



approximately 25% of the total public area in 1991. In addition, a smoking ban for the entire pub has been implemented in 2006.

At contemporary times, Wetherspoon is one of the largest pub chains in Britain with over 900 pubs and 23,000 staff members (About us, n.d.). The pub has received its name from founder Tim Martin, who combined the name of his primary school teacher mister Wetherspoon together with the initials JD from a character of his favorite television show 'The Dukes of Hazard'.

## **1.2 Mission statement, vision and strategy**

### **Mission Statement:**

'Our aims are to have by far the best CQSMA\* standards in the pub world, to be the best company to work for and, by doing these things, to be the most profitable.' (Wetherspoon Jobs, mission statement, n.d.).

\*CQSMA stands for Cleanliness, quality, service, maintenance and atmosphere

### **Vision:**

'Currently, Wetherspoon is a pub chain that contains over 900 pubs, and the intention is to expand that number to 1,000 in the next five years.' (Wetherspoon Jobs, history, n.d.).

### **Strategy:**

Market penetration in Great-Britain via aggressive expansion, mainly by the conversion of cinemas, shops, hotels and showrooms into Wetherspoon pubs.

## **1.3 Competitive advantage**

As mentioned, Wetherspoon's founder and chairman Tim Martin has a strong opinion on certain domains, particularly on how a business should be managed and set up on both corporate, business and operational level. There is evidence to suggest that it is necessary to have an organizational distinctiveness in the British hospitality industry, as according to the British Beer and Pub Association (BBPA), 49,433 official pubs can be



counted in the hospitality industry in the United Kingdom in 2012, which can therefore be considered to be hypercompetitive (Statistics, 2012).

Over the years, competitive advantage in the British hospitality industry has been created by Wetherspoon by pioneering on several domains and establishing a concept in which its loyal group of customers recognizes itself and feels called to return to Wetherspoon. The most important distinguishing factors in comparison to competitors ultimately fall under the following pillars:

- Cost effective meals and drinks due to economies of scale. According to the two Wetherspoon employees, Wetherspoon is mainly visited by elderly consumers, families and students with limited budgets. Taking the market into consideration, a relatively cost effective meal can be consumed at Wetherspoon pubs throughout the country. To provide an example: A hamburger with fries and a drink costs £4,99, where in addition also several other low-price offers are presented, making Wetherspoon often less expensive than its direct competitors.
- Number of pubs and long opening hours. With approximately 900 pubs throughout Britain, one of Britain's largest pub chains is represented by Wetherspoon. Furthermore, most Wetherspoon pubs are, in principal, open from 07:00 and close at 23:00 (00:00 on Friday and Saturday), making Wetherspoon an accessible place for everyone, including the working population and students.
- Extensive range of beers and ales. More than 600 different beers and ales are offered at Wetherspoon pubs from £0.99, making Wetherspoon one of the most inexpensive and largest providers of alcoholic beverages in Britain. In addition, the CAMRA (Campaign for Real Ale) movement, an independent organization which promotes both high-quality beers as well as traditional beers, is openly sponsored by Wetherspoon. By supporting the CAMRA, one of Wetherspoon's main characteristics is emphasized, as its homepage states: 'Wetherspoon – Britain's Biggest Supporter of Real Ale.' (Real Ale, n.d.).
- No-smoking policy. As mentioned, Wetherspoon was the first pub company to open non-smoking areas. Since 2006, a total smoking ban has been implemented in all Wetherspoon pubs.
- Music-free environment. The lack of music is a typical characteristic of Wetherspoon pubs, as it stimulates both personal interaction as well as the image of a relaxed, cozy environment where a meal or drink can be consumed.

- All-day food service. Wetherspoon was the first pub company to serve food throughout the day. From 07:00 till 23:00 (00:00 on Friday and Saturday), food is served throughout all Wetherspoon pubs in the United Kingdom.

By offering both cost effective meals, non-alcoholic and alcoholic drinks, plus the ability to spend time in an indoor space where customers are served, Wetherspoon focusses on multiple domains. Therefore, both local pubs, supermarkets and other pub chains can be considered Wetherspoon's main competitors. According to Hoovers, competing large pub chains are Punch Taverns, (the number one pub company in Britain with over 5,000 establishments) Enterprise Inns, and Green King (Punch Taverns plc. company information, n.d.). These large pub chains also benefit from economies of scale and are therefore also able to offer cost effective meals and beverages to its customers. Competition in terms of supermarkets exist due to the heavy taxation on alcoholic beverages that are levied on British pubs. According to the Independent, the relatively high taxes that British pubs have to pay in comparison to other countries lead to the closure of many pubs and provides a significant reduction in pub's turnover (Pub industry levies 'unsustainable', says JD Wetherspoon., 2011). The competition from local pubs can be considered the lowest, as due to its large number of pubs Wetherspoon can be considered a threat to small pubs with cut-price offers and a larger brand recognition.

According to an extensive research of Management Today in collaboration with the Birmingham City Business School, Wetherspoon has been chosen as the most admired pub company in the United Kingdom. In addition, Wetherspoon has been named the second most admired company in the restaurant and pub sector, which can be considered an outstanding performance with competitors such as McDonalds and Domino's Pizza. An outcome of the score has been displayed in the picture below.

Britain's largest public companies in 25 sectors were asked to evaluate their peers.



Each sector comprised 10 companies, and participants rated their sector's rivals on a scale of 0 to 10 (0=poor, 5=average, 10=excellent). The criteria on which the individual companies were judged were quality of management, quality of goods and services, quality of marketing, ability to attract, develop and retain top talent, value as a long-term investment, community & environmental responsibility, financial soundness, value of corporate assets and capacity to innovate (Britain's Most Admired Companies 2013: Restaurants and Pubs., 2013).

## **2.1 General description of the market**

In this part, a general description of the market will be provided.

A market can be considered a group of customers who are willing to pay for specific products or services that are essentially the same. However the Netherlands as a whole can be considered a suitable testing market due to its geographical location and its relatively high per capita income, the emphasis of this dissertation will be, as mentioned, solely on the Hague.

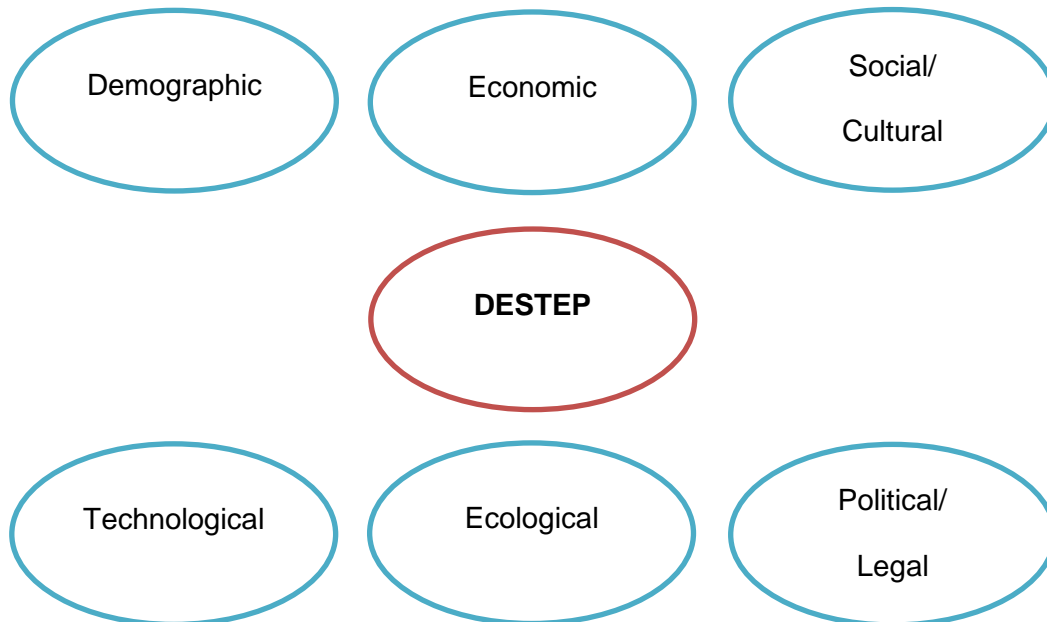
According to the Hague's municipality website DenHaag.nl, approximately half a million residents were living in the Hague in 2013 (Kerncijfers Den Haag, 2013). The Hague represents the third city of the Netherlands in terms of number of residents; however, what especially indicates the Hague's uniqueness in comparison to other large Dutch cities is its international character. Although the Netherlands is visited by millions of tourists every year of which the majority visits Amsterdam, the Hague is considered the international city of peace and right due to the many embassies, the Peace Palace, the International Zone and the International Court of Justice. Therefore, tens of thousands of expats, employees working for international organizations and international students can be found in the Hague.

Concerning semi-restaurant/pub business in the Hague that are similar to Wetherspoon, an interesting observation can be made, as however the United Kingdom knows a hypercompetitive industry where approximately 49,433 official pubs could be counted in 2012, a similar competitive industry does not exist in the Hague up to the present day. More about this will be elaborated in the chapter 'Five Force Framework'.

In order to describe and identify this market, the Macro and Meso environment will be examined in this chapter by working with a DESTEP analysis, by using Porter's Five Force Framework and by determining a competitor analysis.

## 2.2 DESTEP analysis

In this part, several relevant external factors on Macro level will be elaborated.



Demographic:

- Total population in the Netherlands: 16,838.413 (CBS, cijfers, 2014).
- Total population in the Hague: 506,306 (DenHaag, kerncijfers Den Haag, 2013).

Age group	Population in the Hague	Percentage
0-4 years	32,864	7%
5-14 years	56,603	11%
15-19 years	26,923	5%
20-44 years	195,827	39%
45-64 years	125,727	25%
65-79 years	48,912	10%
80 years and older	19,510	4%
	= 506,306	= 100%*

\* Due to rounding of numbers, the percentages in sum might be higher than 100%.

Source: kerncijfers Den Haag, 2013.

Economic:

- Unemployment rate in the Hague: 11% of the population (Nuzakelijk, werkloosheid in Den Haag klimt tot 11%, 2013).
- Average disposable income per capita in the Hague: € 14,800 (CBS Statline, gemiddeld inkomen van personen naar regio, 2013).

Social/Cultural:

- Educational level in the Hague: 212,674 residents have an University of Professional Education level or higher (Den Haag, kerncijfers Den Haag, 2013)
- Ageing population in the Hague: 68,422 residents are older than 65 (Den Haag, kerncijfers Den Haag, 2013)

Technological:

- Dutch mobile internet users: 56% of the population between 16-75 (CBS, mobiel online vooral met de smartphone, 2013).
- Social Media: large-scale use of Facebook and Youtube in the Netherlands.

Type of platform	Number of users in the Netherlands in 2013
Facebook	7,9 million
Youtube	7,1 million
LinkedIn	3,9 million
Twitter	3,3 million

Source: Oosterveer, D., 2013

Ecological:

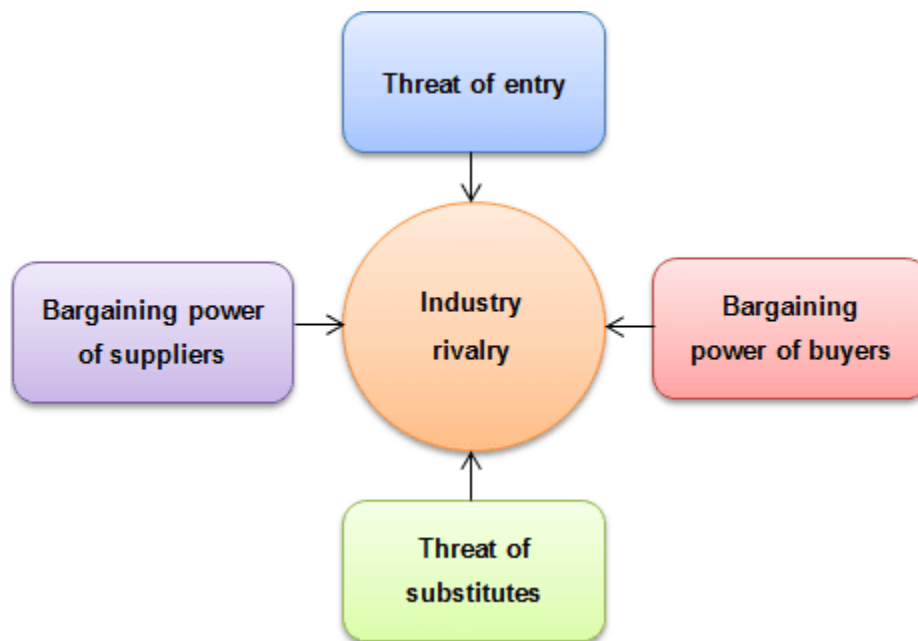
- National smoking ban in the hospitality industry. According to the official Dutch government web site, an exception is made when all following criterion are met:
  1. The café should be smaller than 70 square meters.
  2. The café should have no employees besides the owner.
  3. The café should only have one space where the owner gives drinks.
  4. The café should mainly specialize on the alcohol sales.
  5. The owner should clearly indicate at the entrance that it is allowed to smoke. (Rijksoverheid, rookverbod openbare ruimten, werkplek en horeca, 2014). In all other cases, a closed smoking zone is required for smoking indoors.

Political/Legal:

- Minimum age to consume alcohol in the Netherlands: 18 years (Rijksoverheid, alcohol in de wet, 2014).
- Custom costs for importing alcoholic products (Belastingdienst, accijnsgoederen ontvangen uit een ander EU-land, n.d.).
- Multiple required licenses when opening a hospitality establishment in the Hague (Den Haag, exploitatievergunning horecainrichting, 2014).

## 2.3 Porter's Five Force Framework

In this part, several relevant external factors on Meso level will be elaborated.



### Threat of new entrants:

According to Kenniscentrumhoreca, the total Dutch hospitality industry is divided into businesses that are active in one or multiple of the following five industries:

1. Beverage industry.
2. Fast food industry.
3. Restaurant industry.
4. Hotel industry.
5. Party catering. (Aanbod van horeca, 2013).

In the Hague, Wetherspoon will operate in both the beverage, fast food and restaurant industry, so all businesses in the Hague that are involved in one or more of these categories can be considered competitors, although there is evidence to suggest that the height of barriers that new entrants have to overcome are relatively high. New entrants have to find a suitable establishment, arrange several insurances, have to manage relationships with contractors, suppliers and eventual financiers, and also need multiple licenses that are processed by the municipality, which often takes several months. For example, in terms of opening an establishment that offers food and drinks: according to Den Haag, the municipality calculates costs to handle a request of an exploitation license. These costs also have to be paid if the standards are not met and it is not allowed to open the establishment. The total of the fee to just request the exploitation license, which is just one of the many needed licenses, is €1438,81 (Exploitatievergunning horecainrichting, 2014). In addition, an environment license and a principal ruling are needed, and when a company chooses to offer alcoholic beverages, a liquor and catering license is also needed. Offering alcoholic drinks also involves the food and department authorities as a stakeholder for business, and furthermore, also contacts and attunements with the Chamber of Commerce and the tax authorities have to be arranged. Lastly, businesses are responsible for their own waste processing, which means contracts and agreements may have to be made with waste processing companies.

The likelihood of retaliation from existing competitors can be considered low, as companies have went through an extensive process in the first months to request licenses in order to receive the municipality's approval to start a business in the designated property, and have finally established relationships with customers and suppliers. In addition, the start-up costs for an establishment can be considered relatively high in terms of property costs, eventual remodeling and licenses, however licenses such as the exploitation license and the liquor and catering license have to be requested just once. As mentioned, many costs and lengthy procedures apply only in the start-up phase, which means the owner is, once established, not likely has to invest much more time and money in new bureaucratic matters. In conclusion, the threat of new entrants can be considered low.

#### **Threat of substitutes:**

As mentioned, a business that is exactly similar to Wetherspoon is not present in the Hague. Although multiple companies can be detected in the Hague's hospitality industry that can be ranked among the competing category/categories beverage industry, fast food industry and/or restaurant industry, not many businesses combine the three of those



together in a business model similar to Wetherspoon's. However, a hybrid business that has several similarities to Wetherspoon and is located in the Hague is The Fiddler, which is known as a semi-restaurant/pub. Fiddler is known for its international character, its decoration which is based on a British theme, and its large offer of beers and ales. Another pub that is more or less similar to The Fiddler is O'Casey's Irish Pub. The interior of this pub is based on an Irish theme, and many resemblances can be found in comparison with The Fiddler, although The Fiddler is located in the heart of the city center, whereas O'Casey's is located at Noordeinde, which is slightly outside the city center. The Fiddler and O'Casey's are some of the Hague's most well-known international pubs, however some key differences between the two can be detected, on which will be elaborated in the chapter 'Competitor analysis'.

In addition, customers' switching costs can be considered low, as consumers are not obliged to visit the same establishments. Also, multiple other businesses that offer a similar benefit as Wetherspoon, although by a different process, can be found in the Hague. In the table below, the number of potential competitors/alternatives is shown.

Type of industry	Number of businesses in the Hague
Hospitality	= 1,377

Source: aantal horeca Den Haag, 2013.

As mentioned, The Fiddler and O'Casey's can be considered to be Wetherspoon's largest competitors in the Hague's hospitality industry, although large restaurant chains such as Hema and V&D, fast food chains such as McDonalds and KFC and local restaurants such as Havana and Tavern De Resident should also be contemplated serious threats. In conclusion, there can be stated that the threat of substitutes can be considered high.

#### **Bargaining power of suppliers:**

As Wetherspoon has already established its supply chain in Britain, this collaboration should be extended to also supply Wetherspoon's establishment in the Hague. The costs of Wetherspoon's products in the Hague will be relatively higher, as the products have to cover a larger geographical distance and there will be additional costs which have to be paid at customs. However, there is evidence to suggest that the economies of scale offers many benefits and reduces additional costs in the supply chain, and if the prospects are that the Hague's market could be lucrative to enter for Wetherspoon, the arrangement of supplies to a new establishment also proves new business opportunities for Wetherspoon's suppliers. Therefore, the bargaining power of suppliers can be considered low, as the opening of a new Wetherspoon will also benefit Wetherspoon's suppliers.

**Bargaining power of buyers:**

Although thousands of loyal Wetherspoon customers can be found in Britain, Wetherspoon still has to prove itself and capture customer attention in order to obtain a market share in the Hague's hospitality industry. Both restaurant chains, fast food chains and local restaurants have been established in the Hague for years, who have therefore created brand recognition and consequently ensured consumers loyalty. As is shown in the table above, hundreds of establishments are located in the Hague, largely fulfilling the (essential) same needs, although a potential market of 506,306 consumers can be considered relatively large in the Netherlands. In addition, as mentioned before, the switching costs for buyers are low, as customers have no commitments to return to an establishment such as Wetherspoon, McDonalds and The Fiddler. Also, the direct influence that can be exercised by businesses in the hospitality industry to create lock-in can be considered relatively low. Therefore, the bargaining power of buyers can be considered high, as there are many buyers who have many options in the Hague while the switching costs are low.

**Competitive rivalry:**

As is shown in the table above, the Hague's hospitality industry knows more than a thousand businesses who employ many personnel, who may have been able to share positive experiences about their working location with their environment via word of mouth and/or word of click. Furthermore, mainly the multiple large restaurant chains and fast food chains that can be located in the Hague, the presence of The Fiddler and O'Casey's and the lack of Wetherspoon's brand recognition in the Netherlands ensure that the competitive rivalry in the Hague's hospitality industry can be considered high.

**2.4 Competitor analysis**

As mentioned, numerous companies can be considered to be competitors in the Hague's hospitality industry, as Wetherspoon operates on many different domains: in terms of physical products, both breakfast, lunch, dinner and drinks are offered by Wetherspoon pubs. Multiple competitive threats have to be taken into account when opening an establishment in the Hague, however a distinction can be made among minor and major competitive threats. Based on the results of the questionnaires, five major competitors have been selected for the competitor analysis: Hema, McDonalds, Vapiano, The Fiddler and O'Casey's Irish Pub.

Concerning restaurants to have lunch, Hema can be regarded one of Wetherspoon's main competitors. No less than 10% of the respondents indicated to have lunch at Hema due to its location in the city center and due to a positively perceived price-product ratio. This can be explained by the fact that Hema is able to establish competitive advantage due to economies of scale. According to the NOS article *Hema naar Engeland en Spanje*, 524 Hema establishments can be counted in the Netherlands at present times (NOS, *Hema naar Engeland en Spanje*, 2014). Mainly a strong national brand recognition, low prices and presence in practically the center of every place in the Netherlands can be considered Hema's strengths.

Another large chain that mainly attracts consumers to have lunch and/or dinner is McDonalds. In total, 17% of the respondents mentioned McDonalds as the restaurant they visit most often to have lunch and/or dinner: respectively 11% of the respondents prefers to have lunch at McDonalds, in addition to the 6% of the respondents who enjoys to have dinner at McDonalds. McDonalds is a strong, globally known brand that just like Hema has low prices and is strongly present in practically the center of every place in the Netherlands, with even multiple establishments in larger cities. For example, more than three McDonalds restaurants can be detected in the Hague's city center, which means McDonalds is strongly represented in the Hague.

Regarding restaurants to have dinner, Vapiano can be considered one of the largest competitive threats in the Hague. Over 20% of the respondents mentions Vapiano as the restaurant they visit most often to have dinner, in particular due to a positively perceived price-product ratio. The large popularity of Vapiano among students can be considered remarkable: the above mentioned percentage is largely represented by students, who name Vapiano as the place they visit most often to have dinner. Vapiano is a brand with various establishments worldwide, and is in the Netherlands mainly focused on serving consumers that are residing in the three largest cities.

Also The Fiddler can be considered one of Wetherspoon's main competitors. According to The Fiddler's official web site, The Fiddler is the Hague's largest international pub. The pub is based on an English theme, which provides it with an unique, distinguishing style. Also, The Fiddler has its own micro-brewery, where several traditional British beers are brewed. In total, approximately 208 different sorts of beers can be consumed at The Fiddler, making this pub an unique location in the Hague (The Fiddler, home, n.d.).



Furthermore, all-day food service is offered from opening time till closing, and it has four large screens where live sports are broadcasted throughout the entire week. Exactly 20% of the respondents indicated that they visit The Fiddler at least once a month, in particular because of The Fiddler's location in the middle of the city center and because of the good atmosphere.

Lastly, O'Casey's Irish Pub can be considered a competitor of Wetherspoon in the Hague. No less than 15% of the interviewees mentioned that they visit O'Casey's at least once a month. As mentioned, O'Casey's is located slightly more outside the city center compared to The Fiddler, and furthermore, O'Casey's offers less beers and does not have a pool table. However, also sports can be watched at O'Casey's, and a large garden which used to be part of the Royal Palace is currently part of the pub, providing its guest the ability to also sit outside on its secluded terrace.



In conclusion, a table that displays the main distinguishing characteristics of the above mentioned competitors can be found below.

Competitors	Distinguishing characteristics
Hema (Lunch)	<ul style="list-style-type: none"> <li>• Strong national brand</li> <li>• Relatively inexpensive due to economies of scale</li> <li>• Premium location in the Hague's city center</li> </ul>
McDonalds (Lunch/dinner)	<ul style="list-style-type: none"> <li>• Strong international brand</li> <li>• Relatively inexpensive due to economies of scale</li> <li>• Multiple establishment in the Hague's city center</li> </ul>
Vapiano (Dinner/drinks)	<ul style="list-style-type: none"> <li>• Operating in over 23 countries</li> <li>• Relatively inexpensive due to economies of scale</li> <li>• Located in the Hague's city center</li> </ul>
The Fiddler (Dinner/drinks)	<ul style="list-style-type: none"> <li>• Premium location in the Hague's city center</li> <li>• Ability to watch sports</li> <li>• Ability to play pool</li> <li>• International staff members</li> <li>• Offer 208 different sorts of beers</li> </ul>



O'Casey's (Dinner/drinks)	<ul style="list-style-type: none"> <li>• Located in the Hague's city center</li> <li>• Has a large, secluded terrace</li> <li>• Ability to watch sport</li> <li>• International staff members</li> <li>• Offers over 30 different sorts of whiskeys</li> </ul>
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Of all above named competitors, there is evidence to suggest that Wetherspoon shows most resemblances with The Fiddler and O'Casey's, although as mentioned, some similarities can be detected between The Fiddler, O'Casey's and Wetherspoon. What can be considered one of the distinguishing characteristics is the fact that Wetherspoon is a cost effective business due to its economy of scales. Both O'Casey's and The Fiddler's food and drinks are significantly more expensive, as they are both pubs with just one single establishment. Furthermore, Wetherspoon opens its pubs from 07:00 till 23:00 (till 00:00 on Friday and Saturday), whereas The Fiddler is open from 12:00 till 01:00. O'Casey's does not open until 16:00 on weekdays and on 12:00 in the weekend. Also, there is evidence to suggest that all three pubs want to stimulate personal interactions, however The Fiddler and O'Casey's are doing this by broadcasting sports events and playing music, where Wetherspoon pubs deliberately do not broadcast sports and are completely music free.



### 3.1 Potential market and segmentation

At contemporary times, no establishments can be found in the Hague that can be considered exactly similar to Wetherspoon. Therefore, the market will be segmented in order to effectively reach the consumers that would be interested in a Wetherspoon establishment in the Hague. In terms of targeting, it is also required to analyze the needs of consumers in the Hague in order to examine the most promising segments for Wetherspoon and the size of these segments. The subsequent positioning of Wetherspoon in order to achieve competitive advantage will also be provided in this chapter, which will be partly based on the outcomes of the questionnaires that have been handed out to different segments.

#### Potential customer market

As mentioned in the DESTEP analysis, the Hague counts a total 506,306 residents. However, Wetherspoon's potential consumer market in the Hague is divided into the following demographic groups: all residents between 15-19 years, 20-44 years, 45-64 years, 65-79 years and 80+ can be considered to be potential customers. Therefore, the potential customer market approximately exists of 416,839 consumers, representing 82% of the total population of the Hague. There can be argued that the total number of potential customers is even higher, as there are for example also students of the Hague University who do not live in the Hague, employees who work at the Hague's city hall who also do not live in the Hague, and residents from other Dutch cities who occasionally visit the Hague. Consequently, in order to provide an conservative indication, the Hague potential consumer market exists of at least 416,839 consumers.

Age group	Population in the Hague	Percentage
15-19 years	26,923	5%
20-44 years	195,827	39%
45-64 years	125,727	25%
65-79 years	48,912	10%
80 years and older	19,510	4%
	= 416,839	= 82%

## Segmentation

According to Wood, consumer markets can be segmented based on behavioral/attitudinal, demographic, geographic and psychographic characteristics (Wood, 2011, p.70). In particular characteristics that can be considered relevant for Wetherspoon's specific situation will be contemplated.

Behavioral/attitudinal characteristics mainly covers consumers' buying behavior, loyalty status and price sensitivity. In order to provide an indication of consumers' buying behavior and loyalty towards brands, 100 citizens that can be divided into essentially three different segments have been asked to fill out a questionnaire.

In terms of demographic characteristics: both age and nationality can be considered important factors, as students are likely to have different needs than the employed. Also, there is evidence to suggest that British may have different needs than the Dutch. For example: over 50% of the Dutch respondents indicated that they never have breakfast at a café or a restaurant. In general, Dutch do not have an extensive breakfast on weekdays, where in addition British might take more time for this particular meal.

In terms of geographic characteristics: the Hague has been chosen as region, due to its international character and large number of students. In terms of psychographic characteristics: both activities, opinions and interests can be considered interesting. In order to capture an idea of the activities and interests of consumers in the Hague, multiple questionnaires have been processed and analyzed, as mentioned.

## Targeting

After the market has been segmented based on behavioral/attitudinal, demographic, geographic and psychographic characteristics, the target market can be selected. Wetherspoon's target market exists of citizens that belong to the age category 15 to 80+ that are living in the Hague. To be more specific: in terms of behavioral/attitudinal and psychographic characteristics, this target market exists of consumers that visit businesses that can be gathered under the Hague's hospitality industry in order to have breakfast, lunch, dinner and/or drinks. There is evidence to suggest that one of Wetherspoon's main target groups will be students, as:

- 25 of the 40 surveyed students (62.5%) indicated to have lunch at least once a week at a café/restaurant.
- 23 of the 40 surveyed students indicated (57.5%) to have dinner at least once a week at a café/restaurant.



- 31 of the 40 surveyed students (77.5%) indicated to have a drink at least once a week at a café/restaurant.

## Positioning

Based on the processed questionnaires can be drawn a conclusion how the brand Wetherspoon should be placed in the minds of consumers in relation to competing products. Over 60% of the respondents indicate that a relaxed environment where it is able and pleasant to linger for a while is an important criterion when consuming a drink or a meal. Also, research has shown that over 50% of the respondents considers the location an important criterion for having a drink. Therefore, a large, spacious environment where it is able to stay for a while in the middle of the Hague's city center is required for Wetherspoon in order to be successful. Also, a relatively good price-quality/quantity ratio is regarded one of the most important aspects for over 60% of the interviewees to visit a place for to eat or drink. Therefore, Wetherspoon should also be positioned as a relaxed, inexpensive pub where customers can have a meal and a drink.

## 3.2 Marketing mix

### Product

Multiple different products are offered at Wetherspoon pubs. In terms of food, Wetherspoon has an extensive menu that consists of the following categories in order to serve all segments:

- Breakfast (e.g. English breakfast, breakfast roll, and toast with preserves).
- Starters, sharers & deli (e.g. soups, prawns, and Panini's).
- Mains (e.g. burgers, meal deals, and salads).
- Desserts (e.g. carrot cake, pancakes with ice cream, and waffles).
- Children's (e.g. small pastas, jacked potatoes with tuna, and hot dogs).
- Clubs (e.g. chicken clubs, curry clubs, and steak clubs).
- Under 500 calories (various meals for all parts of the day).



However, as more than 70% of all interviewees indicated that they never have breakfast at a café or a restaurant, including the fact that less than 10% of the interviewed would be

interested in eventually having English breakfast in the morning, there is evidence to suggest that the Wetherspoon establishment in the Hague should open at lunchtime and should therefore reconstruct the category breakfast. Instead, English breakfast should not be removed but be made available and added to another tab, as over 55% of the respondents mentions to be interested in English breakfast during lunch time. The rest of the menu can be considered relatively extensive, in particular compared to the menus of competitors O'Casey's and The Fiddler. However, in order to adapt to the Hague's hospitality industry, typical Dutch finger food such as 'bitterballen' and 'kaassoufflés' could also be considered to be added to the menu.

In terms of drinks: Wetherspoon pubs in Britain offers, besides regular soft-drinks and hot drinks, over 600 different types of alcoholic beverages such as lagers, ales, ciders, and world beers. When taking a look at The Fiddler and O'Casey's: O'Casey's offers a modest number of beers and ales, yet a large number of whiskeys. The Fiddler, on the other hand, offers 208 bottled beers and has 15 different beers on tap (Brouwerij n.d.). A large number of European beers has been made available at The Fiddler, on which a large number of British ales, bitter beers, and lagers are added. Wetherspoon should make all its alcoholic beverages also available in the establishment in the Hague, with in addition a selection of the 20 most popular beers that currently are not available on the own menu but are available at The Fiddler, and add those beers to the product range.

### **Place of distribution**

The majority of the surveyed indicated that the location is considered one of the most important criteria for visiting a café or a restaurant. Of the 61 respondents that have a drink in a café or restaurant at least once a week, 32 of them indicate that the location is the most important criterion. Therefore, the location of Wetherspoon's establishment is a crucial factor in order to be successful in the hospitality industry. A premium location in the middle of the city center will have to be selected with the disadvantage of having a higher rent price, although this can be considered a threshold resource. In terms of logistics: the same method of transportation should be used for Wetherspoon's establishment in the Hague. The distance from Daventry, where Wetherspoon's supply center is located, to the Hague is approximately 636 kilometers by truck. This distance can be considered attainable.

### **Price**

The majority of the surveyed indicated that a good price-product ratio can be considered one of the most important criteria for visiting a restaurant. As mentioned, what

distinguishes Wetherspoon from its competitors in Britain is the fact that Wetherspoon often is more cost effective than its direct competitors. However, in the Netherlands and particular in the Hague, Wetherspoon may have to find another way to create competitive advantage, as from the five mentioned main competitors (Hema, McDonalds, Vapiano, The Fiddler and O'Casey's), Hema, McDonalds and Vapiano cannot be out priced in terms of beverages and food, as in any case Hema and McDonalds benefit from economies of scale, have relatively extensive supply networks, and also have a large number of establishments in the Hague.

Therefore, it will be required to offer products at a more beneficial price than at least the businesses that are most similar to Wetherspoon, namely The Fiddler and O'Casey's. For example, a beef burger with fries is served for €10.50 at The Fiddler, and for approximately €11.00 at O'Casey's. Wetherspoon offers a beef burger, fries plus a soft drink for £3.99 (currently approximately €4.84). Although additional costs such as customs and transportation have to be taken into consideration, Wetherspoon should be able to make this particular meal available for consumers for less than €8 euros in order to still distinguish itself as cost effective in the Hague. In addition, approximately 80% of the surveyed indicated that discount on their meals/drinks in the opening weeks would most attract them to visit. Therefore, the suggested pricing strategy for Wetherspoon would be to start with a penetration strategy (e.g. offer products with a 10-15% discount in the first month) in order to attract consumers and build and enlarge its market share.

### **Promotion**

Research has shown that 73% of the surveyed did not know Wetherspoon at all. Therefore, one of Wetherspoon's main criteria in order to be successful is that Wetherspoon has to increase its brand recognition, so it can compete with well-known fast food and restaurant chains. Mass advertising on the national television or on the radio might be effective, although not (cost) efficient in order to reach this goal, as mainly consumers living in the Hague need to be attracted. Therefore, a number of relatively efficient methods in order to reach consumers in the Hague have been formulated, partly based on a benchmark with the mentioned main competitors:

- Daily offers:

Wetherspoon has several daily offers in its British pubs, such as Fish Friday and Chicken Club Wednesday. These daily offers should also be implemented in the Hague's establishment in order to attract multiple types of customers, to observe the demand for specific products, and also to act uniform with the British Wetherspoon establishments.

- Facebook and a Dutch web page:

One of the most effective and efficient ways to massively increase brand recognition is to reach consumers via Facebook, the largest social platform. As mentioned, Facebook was used by 7,9 million Dutch in 2013, so a Dutch Wetherspoon page could be created with features such as the daily offers, corporate social responsibility, and the ability to download promotional coupons. However, the number of page views and followers will likely increase if the page will be designed in a way that it is also user-friendly for mobile internet users, as 56% of the Dutch population between 16-75 has mobile internet (CBS, mobiel online vooral met de smartphone, 2013). In addition, Wetherspoon would be able to increase brand awareness in the Netherlands by adding a Dutch page to the official Wetherspoon home page. Wetherspoon has extensively invested in search engine optimization, and by adding information about the Hague's establishment on this easily accessible web site, the new establishment could be promoted relatively efficient.

- Discount offers in the opening weeks and direct and indirect promotion:

As many as 78% of the interviewees indicated that discount on their meals/drinks as opening offer would most stimulate them to visit Wetherspoon. As mentioned, all meals could be made available for a reduced price in the opening month. In addition, the brand Wetherspoon could be promoted by delivering promotional coupons door-to-door and by distributing flyers in the city center in the first month after opening. These coupons have to be designed, printed, transported and handed out, which means that there will be some charges, however, this can be regarded a necessary activity in order to increase brand recognition and in order to enlarge Wetherspoon's market share. Also, by handing out promotional coupons on which the name of the Facebook page is mentioned, the number of followers will grow. The promotion of the online pages could also be increased by for example placing posters in both Wetherspoon's establishment as well as within a radius around the establishment of five kilometers. Also key locations such as the Hague University, INHolland, and near The Fiddler and O'Casey's should be given special attention in terms of placing posters and handing out promotional coupons.

- Word of Mouth:

Word of Mouth can be considered the most effective way to increase brand recognition, however also the aspect on which the least influence can be practiced. Therefore, Wetherspoon has to make sure that customer in the first month have an excellent experience due to the nice food, friendly staff, and inexpensive prices, which might lead to positive reviews and the retrieving of new customers.

## 4.1 Start-up requirements

In this part, the plan of action's legal aspect of how to open a Wetherspoon pub in the Hague will be discussed. However thousands of businesses are started up in the Netherlands every year, there are many concerned agencies that should be considered stakeholders. These stakeholders require a lot of attention, in particular the opening months. Mainly the following agencies have to be taken into consideration:

- The Chamber of Commerce.
- The local municipality.
- Tax authorities.
- Customs.
- Food and department authorities.
- Waste processing companies.
- Insurance companies.

According to Rabobank, the following steps comprise the threshold legal requirements to open a Wetherspoon establishment in the hospitality industry in the Hague:

1. At first, a registration has to be arranged at the Dutch Chamber of Commerce. The costs for enrolling at the Chamber of Commerce are a single contribution of €50. Several criteria in order to enroll have to be met, such as the supplying of goods/services to customers and other forms of participation in the economic traffic.
2. Secondly, a registration has to be arranged at the Dutch food and department authorities, as for instance alcoholic beverages and animal products will be provided to customers. In Wetherspoon's case: each time a new range of products will be imported such as beef or ales, a variable has to be paid over the total number of kilograms. Previously, it was also required to arrange an enrollment at the trade association hospitality and catering, for which a yearly fee had to be paid. The trade association hospitality and catering represents the collective interests of companies within a particular industry, and this association also sets the rules for those companies. Due to a new legislation, however, trade associations will likely be abolished at the end of 2014, which means the fee will not have to be paid anymore.

3. Thirdly, the municipality of the Hague can be considered one of the main links in the process, as at first, a suitable, by the municipality approved building has to be chosen to establish the business. The Hague's municipality has a plan of destination for almost all buildings in the Hague. These plans indicate which activities are allowed to take place at which properties in the Hague. It is free of charge to examine these plans of destination. Once a suitable building is selected to exploit Wetherspoon's formula successfully, several licenses are required. To minimize risks as much as possible, as personal licenses may not be obtained and in order to save time and money, a principle ruling can be requested at the municipality. A principle ruling gives insight into whether you qualify for an exemption and/or license, while the costs remain limited. However, this principle statement is not legally binding. Either a positive or a negative advice can be provided by the municipality: if the received advice is positive, the follow-up steps can be made in the process. The costs for a principle ruling are €158 in the Hague.
4. In this specific case, as Wetherspoon will likely rebuild parts of the building, an environment license will also be required. With this license, it is allowed to rebuild parts of the store, to place advertisements, and to change the decoration of the building. A variable has to be paid based on how many adaptations are made. In terms of a terrace license: according to Kenniscentrumhoreca, a terrace license is not required if the business just puts one row of tables in front of the façade: the only requirement is to notify the municipality. (Terrasvergunning? Niet nodig!, 2013).
5. Furthermore, the environmental management of the Hague's municipality has to be notified. In Wetherspoon's case, there will be no extra charges, however all general environment rules have to be met. These rules comprise matters such as noise control and a limited air pollution.
6. The following step is the requesting of a number of obligatory licenses, such as the exploitation license and the liquor and catering license. These are required to receive and serve customers and be able to hire staff: the liquor and catering license is required to serve customers with alcoholic beverages. The costs for an exploitation license are €1438,81 in the Hague, and the costs for a liquor and catering license are €310.



7. In addition, the European legislation in terms of hygiene have to be applied at the Wetherspoon establishment. Wetherspoon employs several Hazard Analysis Critical Control (HACCP) experts, so it would be the most cost efficient if a HACCP expert would train and explain all relevant criteria that have to be met at the new establishment in the opening month.
8. Also a license is required for gambling machines. These costs are €22,50 (fixed) and €34 per machine.
9. Finally, a Risk Inventory and Evaluation (RI & E) have to be drafted. Wetherspoon has many internal regulations and guidelines in terms of safety, so it might be the most cost efficient solution to not outsource the RI & E and to draft this paper internal. In that case, there would be no extra charges (Dossier: Starten in de horeca doe je zo, n.d.).

In addition, a suitable property has to be selected. A location similar to The Fiddler would be interesting, however a price tag of approximately €400,000 - €500,000 has to be expected for a similar premium location. Furthermore, stakeholders such as customs, the Dutch tax authorities and several insurances have to be taken into account:

Customs can be considered a stakeholder, as businesses who import products from non-EU countries often have to pay costs such as handling charges, VAT, and import duties. However, as the United Kingdom is part of the EU, solely handling charges and an additional excise duty have to be paid over all imported alcoholic beverages. The handling charges are based on several factors and differ by size of importation. In addition, the excise duty costs on beer are given in the following schedule:

**Excise duty on beer in 2014:**

<b>Plato scale</b>	<b>Tariff per 100 liter</b>
Less than 7%	€7,59
7-15%	€28,49
11-15%	€37,96
15% or more	€47,48

Source: tarievenlijst accijns en verbruik, 2014.

The tax authorities also are a relevant factor, as various taxes have to be paid. The income tax can be considered one of the most important taxes: Wetherspoon will have to appoint an owner for the property, who will be responsible for the income taxes. The tariff



for the income taxes is approximately 25% of the income per year. According to Ondernemersplein, other important taxes and contribution that have to be paid are:

- Corporation tax.
- Dividend tax.
- Payroll tax.
- Sector fund contribution.
- Healthcare insurance contribution.
- Employer contribution for childcare.
- Real estate tax.
- Sewerage tax.
- Water tax.
- Vehicle tax.
- Tax on heavy motor vehicles.
- Energy tax.
- Tap water tax.
- Insurance tax.
- Transfer tax. (Welke belasting moet u betalen, n.d.)

Also, several arrangements have to be made with insurances. The following insurances can be considered the most important:

- Building insurance, in case the property suffers damage.
- Business interruption insurance, in case the property has to be closed temporarily but fixed costs such as staff, water still have to be paid.
- Goods and inventory insurance, in case of damage or the missing of goods.
- Business liability insurance, in case a customer suffers damage.
- Legal expenses insurance, in case of required legal advice.

Finally, also the waste processing management has to be arranged by businesses itself.

## 4.2 Conclusion

Wetherspoon can be successful in the hospitality industry in the Hague. In order to be successful, Wetherspoon should compose the perfect combination between two different influences, as on the one hand, Wetherspoon should remain loyal to its British marketing mix. On the other hand, Wetherspoon should also imitate and improve the strengths of competing businesses that are operating in the Hague's hospitality industry. There is evidence to suggest that students, the Dutch workforce and British that are living/working in the Hague are the main segments on which Wetherspoon should focus. However, there are several companies that can be considered competitors in the Hague's hospitality industry, as Wetherspoon operates on many different domains: in terms of physical products, both breakfast, lunch, dinner and drinks are offered by Wetherspoon pubs. Therefore, five main competitors can be identified: the large chains Hema, McDonalds and Vapiano and the local restaurants The Fiddler and O'Casey's Irish Pub.

Wetherspoon could be considered to be 'successful' when (under normal circumstances) Wetherspoon would open an establishment in the Hague and thus increase international brand recognition and acquire return on investment within a certain time period. In addition, the Wetherspoon establishment in the Hague should positively contribute to Wetherspoon's brand image. This can be done by broadly exploiting the Wetherspoon concept in accordance with Wetherspoon's set guidelines.

As mentioned, Wetherspoon is one of the largest and fastest growing pub chains in Britain with currently over 900 pubs. Wetherspoon's current marketing strategy is the aggressive expansion of its pubs in Britain from approximately 900 to 1000 within five years in order to effectively serve as many British consumers as possible through its cost leadership strategy. Wetherspoon's expansion is mainly carried out by converting unconventional locations, such as cinemas, shops, hotels and showrooms into Wetherspoon pubs.

The Hague's potential consumer market exists of (at least) 416,839 consumers, with a variety of ages between 15 and 80+. However, the large majority of the interviewees (over 70%) has never heard over Wetherspoon before. Therefore, Wetherspoon should actively promote its brand in the opening month in order to increase the level of recognition.

As mentioned, what distinguishes Wetherspoon from its competitors in Britain is the fact that Wetherspoon often is more cost effective than its direct competitors. Arguably, it

might not be possible to out price Hema, McDonalds and Vapiano due to transportation costs and the start-up costs in a new market. Therefore, the majority of the products provided to customers should be less expensive than the businesses that are most similar to Wetherspoon, namely The Fiddler and O'Casey's. Concerning cost effectiveness, an advantage can be detected for Wetherspoon, as both The Fiddler's and O'Casey's food and drinks are significantly more expensive as they are both pubs with just one single establishment that consequently do not benefit from economies of scale.

Lastly, no marketing plan is ever really final: this marketing plan concerning the Hague's establishment should be regularly updated and adapted as the market, consumer's needs and government regulations evolve. In addition, Wetherspoon's situation, priorities and performance change as well, which means a regular evaluation and control should be implemented. If the measured brand recognition and return on investment outperform the set objectives, expanding to other major cities in the Netherlands such as Amsterdam, Rotterdam and Utrecht could also be considered by Wetherspoon.

## 4.3 Recommendation

In order to successfully accommodate the brand Wetherspoon to the Hague, several changes have to be made to fit the original Wetherspoon concept into an edited concept as this new establishment is located in a new environment. Therefore, several operational adjustments might have to be made in Wetherspoon's current business model, as there is evidence to suggest that factors such as different buying behavior and different social/cultural aspects of local consumers have to be taken into consideration.

An important criterion for the opening of the new establishment and the necessary adaption will be that the brand Wetherspoon, in general, continues to represent itself uniform. Therefore, in general, the same opening hours, daily promotions, store occupancy, language on the floor, and same range of products will be applied in the Hague. Some specific, pragmatic advices have been formulated, based on examining the current market, Wetherspoon's main competitors in the Hague and the survey results:



- The establishment should be located in the middle of the Hague's city center. In addition, the pub start with a capacity of approximately 100-125 visitors. Furthermore, the establishment should be relatively large and spacious, as over 60% of the respondents indicate that a relaxed environment where it is possible to linger for a while is an important criterion when a drink or a meal is consumed.
- According to the interviewed team leader, three employees are required for a Saturday morning/afternoon shift, and seven additional employees are required for a Saturday afternoon/evening shift. Therefore, the following work schedule is proposed:

### Shift 1

### Shift 2

Staff member	Shift time	Staff member	Shift time
One team leader	11:00 until 20:00	One shift leader	16:00 until closing
One bar associate	12:00 until 17:00	Two bar associates	16:00 until closing 17:00 until closing
One cook	11:00 until 17:00	Two cooks	14:00 until 23:00 17:00 until 23:00

		Two bouncers	20:00 until closing 20:00 until closing
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The following schedule should be used in the opening weeks. Eventually, the number of employees could be up scaled. Furthermore, the process would be smoother if both team leader(s) as well as the shift leader(s) have gained several years of experience at an existing Wetherspoon establishment and know how the concept should be exploited. There are several Wetherspoon employees who fit these profiles, and a selection could determine which employees will be transferred to the Hague. As mentioned, the language on the floor should be English, as 90% of the interviewed mentioned to also visit a pub where the spoken language on the floor is English.

- Suggested opening hours in order to effectively serve the customer market (similar opening hours as most cafes and restaurants in the Hague) and in order to efficiently employ human resources (as 71% of the respondents indicated to never have breakfast at a café or a restaurant, which means 12:00 is a convenient opening time):
  - Sunday-Wednesday: 12:00 – 00:00
  - Thursday-Saturday: 12:00 – 02:00
- As many as 78% of the interviewees indicated that discount on their meals/drinks as opening offer would most stimulate them to visit Wetherspoon. Therefore, all meals could be made available for a reduced price in the opening month. In addition, Wetherspoon will be able to seriously compete with The Fiddler and O'Casey's if all similar offered products with prices higher than €8,00 are offered at least 25% less expensive at Wetherspoon. Wetherspoon is known for cost effectiveness in Britain: this image should also be extended to the Netherlands in order to correspond with Wetherspoon's uniform positioning.
- Customers should be given the ability to come up with suggestions for food and beers in order to stimulate customer retention. Several weeks after the opening, questionnaires could be handed out to consumers. In order to stimulate consumers to fill out a questionnaire with useful feedback and advices, several prizes could be awarded to the top five most useful questionnaires.

In addition, the mentioned recommended actions in the chapter 'Marketing Mix' could also be implemented.

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## Appendices

### A. Questionnaire

The survey questions that have been used for this dissertation.

Dear sir, madam,

I am currently writing my University thesis and I would like to ask for your help!

I am an European Studies student and at the moment, I am researching how Wetherspoon could be successful in the hospitality industry in the Hague. Wetherspoon is one of Britain's largest pub chains, known for its all-day food service and its inexpensive meals and drinks.

At contemporary times, it becomes more and more difficult for companies to successfully reach and attract consumers. Also, to effectively ensure customers' attention and loyalty, it is important for companies to distinguish themselves from competitors. By writing this thesis, I will research how Wetherspoon could successfully manage to do so in the Hague.

This questionnaire is divided into two parts. The first part consists of questions related to your current buying behavior. The second part consists of questions that are related to the eventual opening of a Wetherspoon pub in the Netherlands and its additional characteristics.

This survey contains 25 questions in total, and with your help by filling out this survey, I will be able to answer the question how Wetherspoon should position itself in order to run a successful business in the Hague.

Please answer the questions in all honesty.

Thank you in advance!

**Survey Questions:**

*\*This survey consists of questions that are related to locations where you can actually sit and take time to consume, however not including your home or your workplace. Also, take-away business (such as supermarkets) are not contemplated in this questionnaire.*

1. What is your gender?

☐ Male

☐ Female

2. To which age group do you belong?

☐ 18-25

☐ 26-33

☐ 34-41

☐ 42-49

☐ 50+

3. How often do you have breakfast at a café or a restaurant \*?

☐ Never – skip to question 6

☐ Once a week

☐ Two times a week

☐ Three times a week or more

☐ Other, namely ...

4. If you have breakfast at a café or a restaurant \*, which of the following do you visit most often?

☐ Fast food restaurant (e.g. Subway, McDonalds etc.)

☐ Restaurant chain (e.g. Hema, V&D etc.)

☐ Your university/ work cafeteria

☐ Other, namely ...

5. Which of the mentioned restaurants do you visit most often, and what makes this location in your opinion a preferable place to have breakfast? (e.g. McDonalds, because ...)

0 ...

6. How often do you have lunch at a café or a restaurant \*?

0 Never – skip to question 9

0 Once a week

0 Two times a week

0 Three times a week or more

0 Other, namely ...

7. If you have lunch at a café or a restaurant \*, which of the following do you visit most often?

0 Fast food restaurant (e.g. Subway, McDonalds etc.)

0 Restaurant chain (e.g. Hema, V&D etc.)

0 Your university/ work cafeteria

0 Other, namely ...

8. Which of the mentioned restaurants do you visit most often, and what makes this location in your opinion a preferable place to have lunch? (e.g. Subway, because ...)

0 ...

9. How often do you have dinner at a café or a restaurant \*?

0 Never – skip to question 12

0 Once a week

0 Two times a week

0 Three times a week or more

0 Other, namely ...

10. If you have diner at a café or a restaurant \*, which of the following do you visit most often?

☐ Fast food restaurant (e.g. McDonalds, Burger King, KFC etc.)

☐ Restaurant chain (e.g. Vapiano, Shabu Shabu, Le Connaisseur etc.)

☐ Local restaurant (e.g. Havana, The Fiddler etc.)

☐ Other, namely ...

11. Which of the mentioned restaurants do you visit most often, and what makes this location in your opinion a preferable place to have dinner? (e.g. Vapiano, because ...)

☐ ...

12. How often do you have a drink at a café or a restaurant \*?

☐ Never – skip to question 15

☐ Once a week

☐ Two times a week

☐ Three times a week or more

☐ Other, namely ...

13. If you have a drink at a café or a restaurant, which restaurant/ bar/ pub do you visit most often?

☐ ...

14. What makes this location in your opinion a preferable place to have a drink? (e.g. Havana, because ...)

☐ ...

15. In general, what is/ are your most important criterion/ criteria when you eat or have a drink at a café or a restaurant? Note: you can choose more than one answer.

☐ Plenty of room to sit

☐ Good service and friendly employees

☐ A relatively good price – quality/ quantity ratio

☐ A relaxed environment where it is able and pleasant to linger for a while

☐ Other, namely ...

16. How often do you visit The Fiddler in the Hague?

☐ Never – skip to question 18

☐ Once a week

☐ Once a month

☐ Other, namely ...



17. Is this location in your opinion a preferable place to eat/ have a drink? If so, or if not, please state why.

☐ Yes, because ...

☐ No, because ...

18. How often do you visit O'Casey's Irish Pub in the Hague?

☐ Never – skip to question 20

☐ Once a week

☐ Once a month

☐ Other, namely ...



19. Is this location in your opinion a preferable place to eat/ have a drink? If so, or if not, please state why.

☐ Yes, because ...

☐ No, because ...



20. Have you ever heard of Wetherspoon before?

☐ Yes

☐ No

21. If Wetherspoon would open a pub in the Hague, what kind of opening offer would most attract you to visit?

☐ Discount on your meals/ drinks in the opening weeks

☐ A free customer card

☐ Other, namely ...

22. If you would find Wetherspoon coupons in your mailbox, both virtual and/ or in your postbox, to what extent would that stimulate you to actually visit Wetherspoon?

☐ It would stimulate me

☐ Neutral/ no opinion

☐ It would not stimulate me

23. Would you visit a pub where the spoken language on the floor is English?

☐ Yes

☐ No

24. If it would be offered, and assuming you enjoyed your first English breakfast at Wetherspoon, how often do you think that you would go out to have English breakfast at Wetherspoon?

☐ Never – end of survey

☐ Once a week

☐ Two times a week

☐ Three times or more a week

☐ Other, namely ...





25. If you would visit Wetherspoon for English breakfast, on which part of the day would that mainly be?

☐ Breakfast time (08.00 – 11.00)

☐ Lunch time (11.00 – 14.00)

Thank you for your time!

## B. Survey results

The results of the survey questions that have been used in this dissertation are viewed in this chapter. In total, 100 questionnaires have been filled out by the following groups:

- In the first week, 40 students from both INHolland and the Hague University filled out a questionnaire, representing 40% of the total results.
- In the first and in the second week, 40 Dutch citizens belonging to the working population filled out a questionnaire, representing 40% of the total results. The respondents were mainly civil servants and businessmen.
- In the second week, 20 British who are living and/or working in the Hague filled out a questionnaire, representing 20% of the total results.

All interviewees have been explicitly asked if they reside in the Hague, and also to fill out the questionnaires in all truth to ensure the results to be as pure and representative as possible. To make the schedules as clear as possible, some answers with essentially the same meaning have been slightly freely translated. The most common examples in this questionnaire were the following:

- 'It's close by, it's centrally located' etc., which will be mentioned as the location.
- 'It's cheap, it's not expensive for what you get' etc., which will be mentioned as a positively perceived price-product ratio.

### 1. What is your gender?

	Students	Dutch workforce	British	
Male	20	25	18	= 63
Female	20	15	2	= 37

### 2. To which age group do you belong?

	Students	Dutch workforce	British	
18-25	38	1		= 39
26-33	2	11	4	= 17
34-41		8	13	= 21
42-49		9	3	= 12
50+		11		= 11

3. How often do you have breakfast at a café or a restaurant?

	Students	Dutch workforce	British	
Never – skip to question 6	25	33	13	= 71
Once a week	10	2	2	= 14
Two times a week	1		1	= 2
Three times a week or more			1	= 1
Other, namely:	1 – Once every three weeks  3 - Once a month	1 – Once every two/three weeks  2 – Once a month  1 – Once per three months  1 – Eight times a year	2 – Once a month  1 – When I have time, holidays	= 12

4. If you have breakfast at a café or a restaurant, which of the following do you visit most often?

	Students	Dutch workforce	British	
Fast food restaurant				
Restaurant chain	5	3	1	= 9
Your university/work cafeteria	9		3	= 12
Other, namely:	1 – Somewhere at Statenkwartier	2 – Small restaurants  1 - Lebkov & sons  1 – Bake & Take	2 – A small café  1 – A nice café	= 8

5. Which of the mentioned restaurants do you visit most often, and what makes this location in your opinion a preferable place to have breakfast?

	Students	Dutch workforce	British	
Fast food restaurant				
Restaurant chain	Bagels & Beans, because: 1 - The location and a positively perceived price-product ratio	V&D, because: 2 - The location  La Place, because: 1 - The location	V&D, because: 1 - The large variety of the food	= 9

	<p>1 - It's relaxed environment</p> <p>Hema, because: 2 - The location and a positively perceived price-product ratio</p> <p>La Place, because: 1 - The location, a positively perceived price-product ratio and it has lots of offers</p>			
Your university/work cafeteria	The university cafeteria, because: 9 - The location		The work cafeteria, because: 2 - The location 1 – The location and the acceptable food	= 12
Other, namely:	Somewhere at Statenkwartier, because: 1 -The location and the good food	<p>2 – No specific reasons are given for visiting small restaurants</p> <p>Lebkov &amp; sons, because: 1 - The nice environment</p> <p>Bake &amp; Take, because: 1 - The location</p>	<p>Small cafes, because: 2 - Cozy environment, good food</p> <p>1 – No specific reasons are given for visiting a nice café</p>	= 8

6. How often do you have lunch at a café or a restaurant ?

	Students	Dutch workforce	British	
Never – skip to question 9	2	6		= 8
Once a week	13	8	10	= 31
Two times a week	11	5	5	= 21
Three times a week or more	1	6	3	= 10

Other, namely:	1 – Three times a month  3 - Two times a month  6 - Once a month  1 - Once per two months	1 – Once per two weeks  9 – Once a month  1 – Eight times a year  1 – Six times a year  1 – Four times a year  1 – Two times a year  1 – Sometimes	1 – Once a month  1 - Sometimes	= 28
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7. If you have lunch at a café or a restaurant, which of the following do you visit most often?

	Students	Dutch workforce	British	
Fast food restaurant	11	6	6	=
Restaurant chain	11	6	4	=
Your university/work cafeteria	11	11	8	=
Other, namely:	2 – Small restaurants  1 – Flavourz  1 – Boosty  1 – Peppermint	11 – Small/regular restaurants	2 – Small cafes	=

8. Which of the mentioned restaurants do you visit most often, and what makes this location in your opinion a preferable place to have lunch?

	Students	Dutch workforce	British	
Fast food restaurant	McDonalds, because: 5 - The location and a positively perceived price-product ratio 1 - Classmates prefer it over other fast food	Subway, because: 3 – The quick, healthy sandwiches 1 - a positively perceived price-product ratio	McDonalds, because: 2 - The location and it's easy 1 – The location and a positively perceived	



	<p>restaurants</p> <p>Subway, because: 4 - Good/healthy food and fast service</p> <p>Taco Mundo, because: 1 - A positively perceived price-product ratio</p>	<p>McDonalds, because: 1 - The free Wi-Fi 1 – No specific reason is given</p>	<p>price-product ratio</p> <p>Subway, because: 1 – Healthy and easy 1 – Healthy and a positively perceived price-product ratio</p> <p>Toko Delhi Scheveningen, because: 1 - It's quick and easy</p>	
Restaurant chain	<p>Hema, because: 2 - A positively perceived price-product ratio and it's tasty 2 - A positively perceived price-product ratio and has a large variety of meals 1 - The location and a positively perceived price-product ratio</p> <p>La Place, because: 2 - A positively perceived price-product ratio</p> <p>V&amp;D, because: 1 - Large variety of meals and a positively perceived price-product ratio</p> <p>Vapiano, because: 1 - a positively perceived price-product ratio</p> <p>Bagels &amp; Beans,</p>	<p>Hema, because: 3 – The location</p> <p>V&amp;D, because: 3 - The location and a positively perceived price-product ratio</p>	<p>V&amp;D, because: 2 - Large variety of meals</p> <p>2 – Hema, because: - A positively perceived price-product ratio</p>	

	because: 1 - It's relaxed environment  Bakker Bart, because: 1 - Large range of products of good quality			
Your university/work cafeteria	The university cafeteria, because: 8 - The location 2 - The location and a positively perceived price-product ratio 1 - It offers halal food	The work cafeteria, because: 8 – The location 3 – The location and a positively perceived price-product ratio	The work cafeteria, because: 6 – The location 2 – The location and the acceptable food	
Other, namely:	Various small restaurants, because: 1 - Variety of food 1 - The location and good service  Flavourz, because: 1 - The location, friendly staff and lots of options  Boosty, because: 1 - a positively perceived price-product ratio  Peppermint, because: 1 - Good sandwiches, coffee and the people	Various small restaurants, because: 7 – No specific reasons are given  3 – Restaurants that provide healthy food  1 – Restaurants with a nice atmosphere	1 – No specific reasons are given for visiting a small cafes  Small cafes, because: 1 - Cozy environment, good food	

9. How often do you have dinner at a café or a restaurant?

	Students	Dutch workforce	British	
Never – skip to question 12	2	1		= 3
Once a week	21	15	8	= 44
Two times a week	2	3	3	= 8

Three times a week or more			1	= 1
Other, namely:	1 - Three times a month  3 - Two times a month  7 - Once a month  4 - Once per two months	1 – Once per two weeks  13 – Once a month  1 – Once per six weeks  3 – Once per two months  1 – Once per three months  2 - Sometimes	1 – Two times a month  7 – Once a month	= 44

10. If you have diner at a café or a restaurant, which of the following do you visit most often?

	Students	Dutch workforce	British	
Fast food restaurant	5	1	3	= 9
Restaurant chain	25	11	8	= 44
Local restaurant	8	22	7	= 37
Other, namely:		3 – No specific restaurants are given  1 - Italian restaurants, because:  1 - South of Houston	1 - Asian restaurants  1 - Leuk	= 7

11. Which of the mentioned restaurants do you visit most often, and what makes this location in your opinion a preferable place to have dinner?

	Students	Dutch workforce	British	
Fast food restaurant	3 - McDonalds, because: - The location and a positively perceived price-product ratio  2 – KFC, because: - The chicken	1 – No specific reasons are given	McDonalds, because: 2 – It's easy and quick 1 - The location and it's quick	

	tastes better than at McDonalds.			
Restaurant chain	<p>Vapiano, because: 10 - A positively perceived price-product ratio 3 - The fast service and the tasteful food 1 - The fresh ingredients, many options and fast service</p> <p>Shabu Shabu, because: 6 - A positively perceived price-product ratio</p> <p>Sumo, because: 3 - A positively perceived price-product ratio</p> <p>Harbor club, because: 1 - Good food and nice personnel</p> <p>Popocatepetl, because: 1 - Nice (Mexican) food and a relaxed atmosphere</p> <p>Le Connaisseur, because: 1 - A positively perceived price-product ratio</p>	<p>Vapiano, because: 3 - A positively perceived price-product ratio 1 – Large variety 1 - The location</p> <p>Sumo, because: 2 - A positively perceived price-product ratio</p> <p>Le Connaisseur, because: 2 - A positively perceived price-product ratio</p> <p>Shabu Shabu, because: 1 - A positively perceived price-product ratio</p> <p>1 – No specific reasons are given</p>	<p>Vapiano, because: 2 - A positively perceived price-product ratio 2 - A positively perceived price-product ratio and the large variety</p> <p>Sumo, because: 3 - A positively perceived price-product ratio</p> <p>Le Connaisseur, because: 1 -The location and a positively perceived price-product ratio</p>	
Local restaurant	<p>4 – No specific restaurants are given</p> <p>Tasty's, because: 1 - Good food and nice margaritas.</p> <p>De Boterwaag,</p>	<p>8 – No specific restaurants are given</p> <p>3 – Restaurants with a nice atmosphere</p> <p>3 – Restaurants located in the</p>	<p>1 – No specific restaurants are given</p> <p>2 – Restaurants that are located in the city center with a nice</p>	

	<p>because: 1 - Both the food and the personnel are nice</p> <p>Havana, because: 1 - Nice food and music</p>	<p>center of the city</p> <p>1 – Local restaurants from which I know the owners</p> <p>Café Emma, because: 1 - The atmosphere</p> <p>Restaurant Rodrizio, because: 1 - The good food</p> <p>Resident de Taveerne, because: 1 - The relaxed environment and the good meat</p> <p>Het Heden, because: 1 - The location, good service and ambiance</p> <p>Babbilage, because: 1 - Relaxed environment and many beers</p> <p>Lot de Zotheid, because: 1 - The location</p> <p>VIP, because: 1 - A positively perceived price-product ratio</p>	<p>atmosphere</p> <p>2 – Restaurants located in the center of the city</p> <p>Havana, because: 1 - Nice people, food and music</p> <p>Restaurant Rodrizio, because: 1 - The good meat</p>	
Other, namely:		<p>3 – No specific reasons are given</p> <p>Italian restaurants, because: 1 - The good cuisine</p>	<p>Leuk, because: 1 - Large variety of meals and a positively perceived price-product ratio</p>	

		South of Houston, because: 1 - The excellent meat	Asian restaurants, because: 1 - I like the Asian cuisine	
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12. How often do you have a drink at a café or a restaurant ?

	Students	Dutch workforce	British	
Never – skip to question 15	2	8		= 10
Once a week	16	9	9	= 34
Two times a week	13	4	3	= 20
Three times a week or more	2	2	3	= 7
Other, namely:	3 – Two times a month  4 – Once a month	3 – Two times a month  10 – Once a month  1 – Once every two months  2 – Once per three months  1 - Sometimes	3 – Two times a month  2 – Once a month	= 29

13. If you have a drink at a café or a restaurant, which restaurant/ bar/ pub do you visit most often? (And) 14. What makes this location in your opinion a preferable place to have a drink?

	Students	Dutch workforce	British	
Location	4 – No specific reasons are given  Grote markt, because: 6 - The location 2 - People I know also like to visit this place 1 – Lots of places to sit  Plein, because: 3 - The location 2 - People I know also visit	6 - No specific reasons are given  7 – Have to be located in the center of the city  Plein, because: 5 - The location and the people 1 – Plenty of room to sit  Boterwaag, because: 3 - The location	1 - No specific reasons are given  1 – Various different pubs, because: - The locations and the cozy environments  Plein, because: 5 - The location O’Casey’s/The Fiddler,	



	<p>this place and there are lots of options to sit</p> <p>Millers, because: 2 - People I know also visit this place 2 - The location</p> <p>Siezo, because: 4 - The location</p> <p>Havana, because: 1 - I like the music 1 - Nice drinks, people and staff 1 – Nice place to hang for a while</p> <p>Zwarte Ruiter, because: 1 - People I know also visit this place 1 – The location</p> <p>The Fiddler, because: 1 - The location, it has many beers and nice people</p> <p>Shabu Shabu, because: 1 - Cheap cocktails</p> <p>Vavoom, because: 1 - It's cozy and my friends like this place</p> <p>McDonalds, because: 1 - A positively perceived price-product ratio and nice to hang out</p>	<p>Beachclubs, because: 2 - The location</p> <p>O'Casey's, because: 1 - The football screen</p> <p>Leopold, because: 1 - The location</p> <p>Luden, because: 1 - The location</p> <p>Poteen Still, because: 1 - The kind of people, the music</p> <p>Bodega de Posthoorn, because: 1 - The location</p> <p>Oude Mol, because: 1 - Nice personnel</p> <p>Coffeebar Amsterdam, because: 1 - The location and the atmosphere</p> <p>Café Emma, because: 1 - I know the owners and it has a nice atmosphere</p>	<p>because: 1 - The location and the people 1 – The nice atmosphere, the people and the sports that are broadcasted</p> <p>The Fiddler, because: 1 – Nice people, good atmosphere 1 – Sports, environment 1 – Atmosphere, my friends also come here 1 – Great beers, cozy, nice people</p> <p>Not Out, because: 1 - You can watch sports 1 – Sports, pool table, my friends also come here</p> <p>Grote markt, because: 1 - The location, the people, enough places to sit 1 – The location, my friends also come here often</p> <p>Libertijn, because: 2 - Great mixture of locals and expats</p>	
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	<p>Not Out, because: 1 - You can watch sports and my friends also visit this place</p> <p>Starbucks, because: 1 - The location</p> <p>1 – Hollandaise, because: - A positively perceived price-product ratio and a nice environment (music, interactions)</p>		<p>Oude Mol, because: 1 - My friends also visit this place, nice personnel</p>	
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15. In general, what is/ are your most important criterion/ criteria when you eat or have a drink at a café or a restaurant? Note: you can choose more than one answer.

	Students	Dutch workforce	British	
Plenty of room to sit	7	5	8	= 20
Good service and friendly employees	16	27	7	= 50
A relatively good price-quality/quantity ratio	30	20	10	= 60
A relaxed environment where it is able and pleasant to linger for a while	25	23	15	= 63
Other, namely:	2 – Food should be halal	<p>4 – The location</p> <p>1 – The atmosphere</p> <p>1 – Music</p>		= 8

16. How often do you visit The Fiddler in the Hague?

	Students	Dutch workforce	British	
Never – skip to question 18	23	32	3	= 58
Once a week	2		2	= 4

Once a month	7	1	8	= 16
Other, namely:	2 – Once per two months  3 – Once per three months  2 – Once per six months  1 – I've been there once	3 – Once per two months  2 – Once per six months  1 – Once per year  1 – Visited it some years ago	1 – Five times a week  1 – Once per two weeks  2 – Once per two months  3 – Sometimes	= 22

17. Is this location in your opinion a preferable place to eat/ have a drink? If so, or if not, please state why.

	Students	Dutch workforce	British	
Yes, because:	5 – The nice ambiance  4 - The location  3 – Nice people, good beers  1 – My friends like this place  1 – Ability to play pool	1 – Ability to watch football  1 – My friends like this place  1 – Nice ambiance and the ability to play pool  1 – Friendly staff  1 – Good atmosphere	3 – Nice staff, people, location  3 – Nice atmosphere  3 – My friends also come here  2 – You can watch sports, nice people  2 – Many beers, nice people  1 – Music is not too loud, nice atmosphere  1 – The location  1 – Pool table	= 35
No, because:	1 – I don't like the people that visit this place  1 – It didn't look nice to me  1 – Food isn't that good and the drinks are too expensive	1 – I don't like the food	1 – I don't like the energy of this place	= 5

18. How often do you visit O'Casey's Irish Pub in the Hague?

	Students	Dutch workforce	British	
Never – skip to question 20	35	33	5	= 73
Once a week	1		3	= 4
Once a month	3	2	6	= 11
Other, namely:	1 – Once per two /three months	1 – Once per three months  1 – Once per six months  1 – Once per year  1 – I have been there three times  1 – Visited it some years ago	2 – Once per three months  3 – Once per two months  1 - Sometimes	= 12

19. Is this location in your opinion a preferable place to eat/ have a drink? If so, or if not, please state why.

	Students	Dutch workforce	British	
Yes, because:	2 – I like the ambiance  1 – Cozy, small but fun  1 – Good food and friendly personnel	1 – Large garden with afternoon sun  1 – Nice people, nice atmosphere  1 – Ability to watch football  1 – The location, nice terrace, friendly service  1 – My friends like this place  1 – Nice menu	3 – Sports and atmosphere  2 – The garden  2 – Nice atmosphere  2 – Good food, friends visit this place, nice staff  1 – My friends also like to drink here  1 – Sports, my friends also like this place, good atmosphere	= 21
No, because:	1 – It's less spacious than The Fiddler	1 – Too small	4 – Too small	= 6

20. Have you ever heard of Wetherspoon before?

	Students	Dutch workforce	British	
Yes	7	5	15	= 27
No	33	35	5	= 73

21. If Wetherspoon would open a pub in the Hague, what kind of opening offer would most attract you to visit?

	Students	Dutch workforce	British	
Discount on your meals/drinks in the opening weeks	30	32	16	= 78
A free customer card	9	5	4	= 18
Other, namely ...	1 – Random promotion packages, e.g. discount on certain products in certain weeks	1 – Circulation of food choices 1 – Introduction menu 1 – A good quick lunch in the city center		= 4

22. If you would find Wetherspoon coupons in your mailbox, both virtual and/ or in your postbox, to what extent would that stimulate you to actually visit Wetherspoon?

	Students	Dutch workforce	British	
It would stimulate me	24	17	12	= 53
Neutral/no opinion	11	10	7	= 28
It would not stimulate me	5	13	1	= 19

23. Would you visit a pub where the spoken language on the floor is English?

	Students	Dutch workforce	British	
Yes	34	36	20	= 90
No	6	4		= 10

24. If it would be offered, and assuming you enjoyed your first English breakfast at Wetherspoon, how often do you think that you would go out to have English breakfast at Wetherspoon?

	Students	Dutch workforce	British	
Never – end of survey	9	19	2	= 30
Once a week	16	4	7	= 27

Two times a week	1			= 1
Three times or more a week				
Other, namely ...	1 – Once per two weeks  8 – Once a month  2 – Once per two months  1 – Once per three months  2 – Once per year	1 – Once per two weeks  10 – Once a month  2- Once per two months  1 – Once per year  3 - Sometimes	1 – Two times a month  6 – Once a month  1 – Once per two months  1 – Once per three months  1 – Depends where the pub is  1 - Sometimes	= 42

25. If you would visit Wetherspoon for English breakfast, on which part of the day would that mainly be?

	Students	Dutch workforce	British	
Breakfast time (08.00 – 11.00)	4	4	1	= 9
Lunch time (11.00 – 14.00)	27	17	12	= 56



## **C. Interview employees Wetherspoon**

Interview with two employees of Wetherspoon, who both prefer to remain anonymous. One of the employees was recently promoted Team Leader, and the other is a Shift Leader.

Interview with the Team Leader:

**What is your function at Wetherspoon, and what is your job description?**

‘Until one week ago, I was just a Bar Associate which meant that my main job was to serve on the bar, take care of the floor (take food out, clean tables, do regular toilet checks, take care everything is nice and clean etc.). Now I have been promoted to a Team Leader position, which involves more responsibility on top of the things I already was doing as a Bar Associate. Those new responsibilities involve activities such as changing ale and lager barrels, line cleaning, new staff training (as in show them what they are supposed to do on the bar or floor, then supervise them and correct when needed), take care of pre-shift briefings and deal with more serious customer complaints.’

**For which Wetherspoon pub do you work?**

‘I am currently working at Earl Of Mercia from Coventry, but I have been sent to cover shifts in The Spongate from Coventry and The Bear and Ragged Staff from Bedworth.’

**How large is Wetherspoon’s establishment Earl of Mercia in Coventry in terms of square meters? And which/how many people are needed to do a shift, for example on Saturday evening?**

‘I cannot find the exact size of the pub, but all I can say is that it has a capacity of 200 people. All the pubs follow the same standards and regulations and most of the times have the exact same arrangement behind the bar and on the floor, so going to work from one Wetherspoon to another can be easily done. A Saturday evening shift normally starts at 6pm and finishes at 1am (1am for my pub, for others at 12am). For a Saturday evening shift there are normally 3 bar staff members (1 team leader & 2 bar associates) + 1 shift leader which is sometimes either the big manager or a normal shift leader. For kitchen staff, normally 2 cooks till the close (11pm for the kitchen), with 1 cook that finishes earlier around 8/9pm, depending how busy it is. Finally, there are 2 bouncers who start their shift at 8pm and finish at 1am. So a total of 8 members, but this number is for my pub, which compared to other Wetherspoon pubs from this city, is quite small.’

**What do you consider Wetherspoon's customer profile? And how would you describe this profile?**

'As for customer profile, in my opinion Wetherspoon is more like a family pub and it offers that local comfort. Wetherspoon's customers are of all ages and I guess the only difference in the customer profile is based on the location of the pub. For example the most popular customers for a normal Wetherspoon pub are mostly aged between 30 and over and ale drinkers while for Lloyds #1 bars, due to the fact that it offers music, younger customers are attracted. And as an example of the customer profile take Coventry. It's a student town, and the majority of the customers are aged between 18 and 30, students, of all nationalities (mostly Asians). We have our fair share of English people but most of them are old locals that only drink ale's, so we do get a wide variety of people.'

**Which conditions does Wetherspoon set when it opens a new establishment? For example in terms of number of employees, required minimum/maximum square meters, location, and some other aspects I might forgot?**

'To be fair, I am not in the position of offering you an exact answer to this question due to the fact that there is not a certain limit of the number of employees or the size of the pub because it can differ from pub to pub. Some pubs are two stories high, have two bars included while others have two floors and just one bar etc. I think it all depends of the size of the city/area where the pub is being open and it also depends on the number of people living in that place. Right now the company owns over 900 outlets in the U.K. and also around 26 Wetherspoon hotels.'

The second interview with the Shift Leader:

**First of all: what is your function at Wetherspoon, and what is your job description?**

'My job position is that of a Shift Leader at the Earl of Mercia, a step behind being a Duty Manager, although I am doing most of the things a manager does. I am not allowed to do closes as I haven't been to the my Academy Training and did the Cash Control. A Shift Leader in general is doing opens.'

**What do you consider relevant information on operational level? For example, does Wetherspoon has a floor plan for its employees, and what does it say?**

'Regarding the operational level, Wetherspoon has loads of plans in place, from how you are supposed to serve the perfect drink, to when and how to check the toilets, how to deliver the food and do controls. In general, Wetherspoon is the mother of plans as it is a

big company. There is a manual called SOP (Standard Operating Procedures.) This manual covers a massive part how things are supposed to be done. From how to clean a glass wash (correctly depending on the model the pub has) to how to take a delivery and how you're supposed to wash the vegetables in the kitchen. In total there are 4 main areas, each with their own SOP: Bar, Kitchen, Cellar and Office. ‘

‘The floor plan differs from pub to pub. Things that are discussed in the floor plan of my Wetherspoon’s are for example the pre shift briefing and beer pump clips, and new employees have to sign several sheets that cover everything, such as the challenge 21 sheets where you have to say sign for ‘yes, I will check for ID’s’. Also, it can either mean where the tables are around the pub, or what member of staff is on the floor at what times. That is called the daily planner. On it you have the names of the staff on during that day, the tills that they are assigned to, break times, who is doing what toilet checks, extra duties and obviously floor times. As I said, these depends pub to pub. Our is quite small so everyone does a bit of everything, although when it’s busy on the upper floor one person/or two is assigned for those busy times.’

**And concerning business level: who are Wetherspoon's main suppliers? And who do you consider to be Wetherspoon's largest competitor(s)?**

‘The main supplier is Wetherspoon's own supply center from Daventry, DHL Exel’s JD Wetherspoon National Distribution Centre. From where Daventry supplies their own things I am afraid I don't know. Other suppliers are Carlsberg, Heineken and Matthew Clark. These are the main ones that I know off. I'm sure there are other small ones like where we get our lightbulbs, mop heads, etc etc. In terms of beer/ale/cider local breweries are selected as well. Some names are Byatts, Purity, Marstons.’

**Wetherspoon's offers multiple sorts of food and drinks, but what do you think is the highest profit center of Wetherspoon? On what kind of products are the profit margins the highest at your Wetherspoon?**

‘In every pub the bar gets the most money in. For example, a pub can do 27K turnover per week, 12K is food and the other 15K is just bar. Sometimes it can be tied. I don't know if there are pubs out there that do more on food than bar. This numbers are just based on my own establishment and other discussions about the surrounding pubs.

The products with the highest profit are the 'house ones', if you would like to call them so. These products are Carling, Smirnoff vodka, Gordon's gin, Bell's whiskey, Hardy's wine



and the ales. This as well differs from pub to pub. For example our house vodka is Smirnoff, while the Spoon Gate's is Sky vodka.'

**Which part of the day is the most busy at Wetherspoon's?**

'The busiest times again differs. My pub is just a plain Wetherspoon, so the busiest times are lunch period and dinner sometimes. Friday and Saturday night are also busy. In terms of club nights, Steak night is really popular, being close tied to fish Friday.'

**What do you consider Wetherspoon's customer profile? And how would you describe this profile?**

'Wetherspoon is and it can be for everyone. Obviously, it depends about where is located as well. But I have to admit, every pub has its own regulars, mainly older men that do nothing besides drinking there every day, and unless they have to do something, Wetherspoon is their meeting point to just sit there chatting and drinking. On the other side, families, young professionals, and students prefer it as it offers quite good value for the money. Also, Wetherspoon has recently released a statement saying they will be the next posh pub chain out there. or at least that's what they are aiming for.'

## D. Student Ethics Form

Your name: Kevin Strietman

Supervisor: Mr. Harris

### Instructions/checklist

Before completing this form you should read the APA Ethics Code (<http://www.apa.org/ethics/code/index.aspx>). If you are planning research with human subjects you should also look at the sample consent form available in the Final Project and Dissertation Guide.

- a. ☐ Read section 3 that your supervisor will have to sign. Make sure that you cover all these issues in section 1.
- b. ☐ Complete sections 1 and, if you are using human subjects, section 2, of this form, and sign it.
- c. ☐ Ask your project supervisor to read these sections (and the draft consent form if you have one) and sign the form.
- d. ☐ Append this signed form as an appendix to your dissertation.

### Section 1. Project Outline (to be completed by student)

(i) Title of Project: Marketing Plan Wetherspoon

(ii) Aims of project: In this dissertation will be examined how Wetherspoon would be able to compete in the hospitality industry in the Hague in order to effectively attract consumers to have a low-budget alternative and the unique experience to have breakfast, lunch, dinner and/or drinks in a typical British pub, with some essential changes in order to adapt the Wetherspoon pub in the Hague to the local market.

(iii) Will you involve other people in your project – e.g. via formal or informal interviews, group discussions, questionnaires, internet surveys etc. (Note: if you are using data that has already been collected by another researcher – e.g. recordings or transcripts of conversations given to you by your supervisor, you should answer 'NO' to this question.)

YES

If no: you should now sign the statement below and return the form to your supervisor.  
You have completed this form.

This project is not designed to include research with human subjects . I understand that I do not have ethical clearance to interview people (formally or informally) about the topic of my research, to carry out internet research (e.g. on chat rooms or discussion boards) or in any other way to use people as subjects in my research.

Student's signature \_\_\_\_\_ date: 02-06-2014

If yes: you should complete the rest of this form.

**Section 2 Complete this section only if you answered YES to question (iii) above.**

(i) What will the participants have to do? (v. brief outline of procedure):

All interviewees have been explicitly asked if they reside in the Hague, and also to fill out the questionnaires in all truth to ensure the results to be as pure and representative as possible. To make the results of the questionnaire as clear as possible, some answers with essentially the same meaning have been slightly freely translated (e.g. 'It's close by, it's centrally located' etc., which will be mentioned as the location). The privacy of all participants will be maintained by mentioning them all as anonymous.

(ii) What sort of people will the participants be and how will they be recruited?

The questionnaires have been filled out by the following three different segments: 40 by students, 40 by citizens belonging to the working population and 20 by British that are living/working in the Hague. In addition, two Wetherspoon employees who will remain anonymous have been interviewed.

(iii) What sort stimuli or materials will your participants be exposed to, tick the appropriate boxes and then state what they are in the space below?

Questionnaires[ ]; Pictures[ ]; Sounds [ ]; Words[ ]; Other[ ].

(iv) Consent: Informed consent must be obtained for all participants before they take part in your project. Either verbally or by means of an informed consent form you should state what participants will be doing, drawing attention to anything they could conceivably object to subsequently. You should also state how they can withdraw from the study at any time and the measures you are taking to ensure the confidentiality of data. A standard informed consent form is available in the Dissertation Manual.

(vi) What procedures will you follow in order to guarantee the confidentiality of participants' data? Personal data (name, addresses etc.) should not be stored in such a way that they can be associated with the participant's data.

Student's signature: ..... date: 02-06-2014

Supervisor's signature (if satisfied with the proposed procedures): ..... date: 02-06-2014