



Kosher Delicatessen



Prepared by:

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Background:

Rubin's Kosher Deli is an 85-year-old traditional, Jewish Deli located in the heart of Brookline, Mass. Rubin's serves breakfast, lunch, and dinner. It is open to business on all days except on Saturdays. The restaurant is reputed to be one of Boston's finest New York style delis. The **Boston Phoenix** calls it ***"The only Boston kosher restaurant that vies with the better Manhattan delis in the all-important pastrami category."*** Apart from traditional kosher cuisine, this restaurant also offers full-service catering for corporate and social functions.

Every item at Rubin's Restaurant is made from the freshest and the best ingredients and is a throwback to the "old-world" taste and experience. Because it is certified kosher—the quality of the food and the way it's prepared are held to higher standards. As a result the prices might seem a bit steep, but the portions are enormous.

At present, Rubin's **customers skew toward 45 and older**. Rubin's wants to **appeal to a younger demographic**—primarily college students and young professionals **between 18 and 35**. In order to maintain its presence, and reach out to this younger demographic, Rubin's Restaurant maintains a website along with Facebook and Twitter profiles.

Research Objectives:

- **Rubin's Deli was faced with the following challenges :**
 - Rubin's services are being overlooked due to a lack of targeted marketing promotions.
 - The clientèle at present skews toward 45-year-olds and above.
- **For 2013, Rubin wants The Account Planner to come up with a new communication strategy that will help to:**
 - Appeal to a younger demographic--primarily college students and young professionals between 18 and 35.
 - Improve their website and social media presence.
 - Create awareness of their catering services.
- **In order to find a solution to these challenges, the Account Planner developed a research plan to:**
 - Study and understand the lifestyle of the 18-35-year-olds.
 - Learn about the Restaurant's competitors.
 - Find out if/what the target audience knows about Rubin's and what they think of the Deli.
 - Learn what the target audience thinks of Rubin's competitors.
 - Use this information to determine how best to reach this group.

Research Methodology:

The Account Planner conducted both qualitative and quantitative research using primary and secondary sources to collect data on millennial's who eat out frequently and love to try out new and exotic ethnic cuisines—local Delis in particular.

- **Primary Research**

- **Qualitative Research**

- Mystery Shops:**

- To study the Clients business first hand, The Account Planner visited Rubin's Deli and ate there before the first Client meeting.
 - To gather insight on Delis, The Account Planner first used secondary, online resources such as **Yelp, Fodler, Mintel, MRI+, Market share, Zaffigs'** (competition) **website, Milk Street Café's** (competition) **website, and the Client's website**. Based on the research, she visited **Rubin's** Restaurant on a **weekday** during the **lunch hour**, and its **competition** on **Saturdays during breakfast hours**.
 - To understand what the target audience —**18-35-year-olds**-- like to eat, the Account Planner ordered food that was **highly**



recommended by them on **Yelp, and Fodler.**

One-on-one, In-depth Interviews:

- The Account Planner conducted two sessions of informal one-on-one interviews, one at Rubin's, and the other at Zaftigs'.
- At Rubin's, the Account Planner interviewed one of the wait staff, who has been working there for a long time. (February 20,2013)
- At Zaftigs', the Account Planner interviewed three people while eating breakfast. They are between 24 and 28 and they eat at Zaftigs frequently. (February 23,2013)
- **Quantitative Research:** The Account Planner conducted an online survey via www.surveymonkey.com.
 - The Account Planner developed a survey to gather insight on the preferences of the 18-35-year-olds with respect to their choice of food/cuisines; uncover how frequently they ate at a restaurant; understand what is most important to them; and find out how much they are willing to pay for a meal.
 - The Account Planner distributed the survey through Facebook and email because research (**Mintel's report on marketing to millennial's US, March 2010**) indicate that 23 percent of 18-24-year-olds spend more than 20 hours a week online, as do 19



percent of 25-34-year-olds. Both percentages are higher than the other age-groups.

- The survey received 33 completed responses.

- **Secondary Research**

- The Account Planner used online consumer reviews on **Yelp**, **Zaggat**, and **Foodler** to find out what 18-35-year-olds think of Rubin's Deli right now.
- The Account Planner used online consumer reviews on **Yelp**, **Zaggat**, and **Foodler** to find out what 18-35-year-olds think of its biggest competitor-- **Zaffigs Deli**.
- The Account Planner used **Mintel**, **Market share**, and **MRI+** to learn more about the current trends, attitude toward deli and kosher cuisine, and digital media consumption of the target group.

Target Audience Description:

Existing Target Audience of Rubin's Deli include 45 and above. Most of them either keep Kosher or are Jewish. Because Rubin's Deli is certified kosher –the quality of the food and the way it's prepared are held to higher standards. Most of the present customers are loyal or repeat customers. They eat at the restaurant frequently; some of them even eat here more than thrice a week. There is a sense of community among them in the sense that they know each other and are clued into their lives. Additionally, some of them don't even need a menu to order what they want. However not many young people eat here. For 2013, Rubin's wants to **appeal to a younger demographic**—primarily college students and young professionals **between 18 and 35**.

- The new target consumers are hard pressed for time. (Mintel, Primary Research)
- The new target consumers want quality food for less. (Mintel, Primary Research)
- The new target consumers want a bigger portion-size (Mintel)
- The new target consumers are more likely to experiment with what they eat than any other groups. (Mintel, Primary Research)
- The new target consumers are price conscious; they are not willing to pay more than \$10 for a meal. (Primary Research)



- The new target consumers are very particular about what they want and are not willing to settle for anything less. (Primary Research and Mintel)
- The new target consumers are digital natives; most of them spend more than 20 hours a week online. (Mintel)

Key Findings:

1. Not many people from the desired target audience are aware of Rubin's Deli.

- Only 27.28 percent or 9 out of a total of 33 completed survey respondents said that they had heard about Rubin's Deli. (Universe BU students, and Boston locals; 17 females and 16 males.)
- Of those that had heard of Rubin's, all were between 18 and 35. They had heard of Rubin's either from a friend or from www.yelp.com. But only 2 out of 9 who had heard of the Restaurant had eaten a meal at Rubin's.
- 44.4 percent of these respondents were Asians and 55.6 percent comprised of Caucasians/Whites. And 44.4 percent or 4 of these individuals reported their annual household income as between \$ 100,000 and \$200,000. This is almost a 10 percent jump from the respondents who had not heard of Rubin's.

2. Both primary and secondary research suggests that 18-35-year-olds spend more time online than any other age-groups. And this leaves much less time for traditional media usage.

- **Mintel's Media Usage and Online Behavior—U.S., October 2011 suggests that 23 percent of 18-24-year-olds spend more than 20 hours a week online, as do 19 percent of 25-34-year-olds. Both percentages are higher than the other age-groups.**

- The same report suggests that being active on social networking sites is important for millennials. 30 percent of the respondents consider Twitter as their primary or go-to source for news and information. And 34 percent report checking their Facebook accounts at least once in a day.
- **The result of the secondary research findings was backed by primary research.**
 - During an informal interview held at Zaffigs(23.04.2013)Suzy Hung responded, "I'm always online; either on Facebook or Twitter." Her friend however, said that he mostly used Facebook and G-Talk to stay in touch with his girlfriend back in China.

3. Millennials rate taste over quality or health.

- **Tastes matter to this group above being healthy. They are not willing to compromise on taste, flavor of their food for health.**
 - An online reviewer at Zagat commented recently that he didn't think that the sandwich he had ordered at Rubin's was bland and overpriced. It didn't offer any "value for his money." When he complained, the wait-staff informed him, "it was the way lean beef tastes." He thinks, "If the lean is a problem why didn't they warn me that it wouldn't have the flavors?"

- Another online reviewer commented, “Rubin’s does have several equally appealing corned-beef sandwiches, and here the meat is sliced thicker than at any of the other delis. If you ask for a Reuben you will still be served one, with non-dairy cheese standing in for Swiss. Matzo ball soup is again under-salted and not particularly flavorful.”

4. Not many people from this target group know what Kosher means or make the connection between kosher certification and quality food.

- **Not all People understand that being a certified kosher guarantees quality and higher standards.**
 - A 50-something regular, and a food connoisseur thinks, “because it is certified kosher –the quality of the food and the way it’s prepared are held to higher standards. As a result the prices might seem a bit steep. But portions are huge. ”
 - On the other hand, a 20-something college student at Boston University said that “I’d rather pay \$28-32 for a meal for two (breakfast) at Zaftigs than pay a fortune to eat tasteless Matzo ball soup at Rubin’s.”

5. Rubin’s is renowned for its authentic Jewish kosher cuisine. Critics and food connoisseurs like Rubin’s for its authenticity. But it isn’t necessarily what many

people prefer. The general public doesn't care beyond having to pay more for flavor-less healthy food.

- **A strict no-dairy zone is a no-no for 18-35-year-olds. At the moment, the desired target group thinks of Rubin's Deli as “your grandmother's deli.”**
 - As pointed out by Alan Beggelman on Foodler: “Absolutely no dairy. Only meat dishes. No cheese omelettes or real cream cheese. I had a corned beef sandwich. It was good but not what I wanted.” In contrast, young people flock to Zaffigs Deli, which is a Jewish-style Deli, located a few blocks away from Rubin's restaurant.
 - According to the survey, (primary) of the 33 total completed responses, on average, most 18-35-year-olds have eaten at least 6 times in a restaurant in the past month. Of these, 35.5 percent or 11 people reported that in a typical week, they eat between 2 and 4 times at a restaurant. And 73.1 percent or 24 of them are willing to pay between \$10 and \$ 20 for a meal.
- **At the same time, this is what the food connoisseurs say about Rubin's:**
 - “There's a reason places like the Harvard Club and the Four Seasons Hotel send out to Rubin's when their guests want kosher meals. This is homemade food the way your bubbie used to make it.” - **Boston Magazine.**

- "... the best of its kind in the area", this "throwback" in Brookline is an "old-fashioned" "kosher deli" ("like those in the Bronx 45 years ago") that makes everything from scratch (don't miss the "excellent Romanian pastrami") ... not only does it serve the same satisfying fare that "your Jewish mother cooked for you", but if it doesn't "live up to New York" standards, at least it "tries." – **Zagat.**
- "The only Boston kosher restaurant that vies with the better Manhattan delis in the all-important pastrami category. Warm, non-exclusionary atmosphere. The only problem is, 30 days later you're hungry again." - **The Boston Phoenix.**
- "You don't need to keep kosher to enjoy the closest thing to a New York deli this side of Manhattan. This traditional Jewish deli serves exceptional renditions of classics like matzo ball soup, extra lean corned beef, brisket, knishes, lox and bagels, and chopped liver. Everything is prepared on the premises, and the circa 1965 decor gives the place a kitsch appeal. As our Bubbe use to say: 'Esst, meine Kinder'." - **Improper Bostonian.**

Creative Brief:

What is the purpose of this communication effort?

Rubin's is an 85-year-old traditional, Jewish Deli located in the heart of Brookline, Mass. The restaurant is reputed to be one of Boston's finest New York style delis. Rubin's also offers full-service catering for corporate and social functions. However, at present such services are being overlooked. At present Rubin's customers skew toward 45 and above. For 2013, Rubin wants the Account Planner to come up with a new communication strategy to appeal to a younger demographic-- primarily college students and young professionals between 18 and 35; improve their website and social media presence; and create awareness of their catering services.

Who are we talking to, and what is their mindset?

The target includes college students and young professionals between 18 and 35. These consumers are hard-pressed for time; they want quality food for less; a bigger portion size; and they are more likely to experiment with what they eat than any other groups. However, they are very particular about what they want and are not willing to settle for anything less.

What problem, need, or desire does this communication effort need to address?

At the moment, the desired target group thinks of Rubin's Deli as "your grandmother's deli." And while the restaurant is renowned for its authentic Jewish kosher cuisine, it isn't necessarily what many people prefer. In contrast, young people flock to Zaffigs Deli, which is located a few blocks away from Rubin's restaurant because it is Jewish-style Deli. It offers traditional Jewish dishes with a popular twist.

What is the essential point the audience is supposed to take away from the communication?

To 18-35-year-olds, Rubin's Deli offers a wide variety of authentic Jewish cuisine that is wholesome, and made from the best and freshest ingredients.

What makes this believable?

The restaurant is reputed to be one of Boston's finest New York style delis. The *Improper Bostonian* and *Boston Magazine* have awarded this restaurant their "Best Deli in Boston" commendation for 2011 and 2012.

What is the desired personality of the brand?

The desired personality of Rubin's Deli is a loving grandmother, who is hardworking and loving. She remembers all the special dates and milestones in each of her family member's lives. She knows who likes what, and loves to pamper her grandchildren with her simple, home-cooked meals.

What are the executional considerations? The Restaurant will be closed between March 23 and April 04, 2013.

Limitations:

- **The survey sample was smaller than intended.**
 - The survey received an almost equal number of male and female responses. And all of them were between 18 and 35. However, the responses were limited to Boston University students and local residents.
 - Even though the survey was distributed online and over long periods of time, it didn't receive a lot of responses. More completed surveys would have helped the Account Planner to gain a deeper insight into the preferences of the 18-35-year-olds with respect to their choice of food/cuisines; uncover how frequently they ate at a restaurant; understand what is most important to them; and find out how much they are willing to pay for a meal.
- **The Account Planner couldn't interview all of her subjects.**
 - The Account Planner contacted several people for the purpose of one-on-one interview, but she didn't hear back from a lot of them.
 - Schedule conflicts also prevented her from interviewing a few key subjects. However, the Account Planner was able to conduct two separate, informal one-on-one interview sessions with a small group of 18-25-year-olds from Boston.

Recommendations:

- **Increase brand awareness for Rubin's Deli.**
 - Awards and commendations from foodies and critics are very good. But these are not enough to appeal to the millennials.
 - There is little or no awareness of the brand among the desired target group.
- **Educate the target audience why Kosher is good.**
 - Research indicates that right now, most 18-35-year-olds in Boston think of Rubin's Deli as a pricey place, that offers very little value for their money.
 - This group does not care about authenticity of the cuisine/food served to them as long as it tastes good, and costs less. At the same time, presentation of food is very important to them. Many of them flock to Zaftigs because it offers Jewish-style food and not "Kosher" food.
 - There is a current belief that Kosher equals bland.

- **Further Develop a brand identity and personality for Rubin's instead of trying to imitate Zaffig's or the Milk Street Café.**
 - Rubin's needs to realize that it isn't a Jewish-style deli or an upscale café. It needs to take pride in its authentic, quality food and market that to its consumers.
 - Toning down on "kosher" could help its image among the millennials. Also, keeping the restaurant open on Saturdays can help to attract this group; many of whom prefer eating out on Saturdays and Sundays (more than weekdays.)
 - Have a mission statement that tells people what Rubin's stands for. This will help to develop a strong brand identity, and also help to make it more memorable to the prospective consumer.
- **Consider introducing milk substitutes such as almond milk, and coconut milk to be used with coffee during breakfast hours.**
 - As indicated by primary and secondary research, most people prefer milk with coffee.
- **Do not alienate your loyal customer base while trying to appeal to younger demographics.**
 - "Superior quality and taste, as well as freshness, are cited by deli buyers as major reasons for why they buy deli items. This mindset over-indexes among affluent deli buyers with household incomes



\$150K+" Mintel's *Lunch Meat—U.S., May 2011* noted that survey respondents feel that deli lunch meat is perceived to be fresher and better tasting than pre-packaged alternatives. **(The Deli Consumer (US) – December 2011 – Mintel Report)**

- **Pay attention to social media and increase online presence via existing website, and Facebook and Twitter profiles.**
- **Don't overlook seasonal and local opportunities to engage with the target audiences.**
 - Local events such as Patriot's Day, offer great opportunities to engage with the target group.
 - Research indicates that there is a rise in support for the local and small businesses. "Buy-local" and "support local" are big right now.

Summary:

The biggest challenge that Rubin's Deli faces is reaching out to a new target demographic without alienating their most loyal customers, who are 45 and above. While expanding their customer base is a good idea, it is more important that Rubin's Kosher Deli develops a strong brand identity. Having a brand personality would be great as this will help to emotionally connect with all their target audiences. It is equally important for Rubin's Deli to educate the audiences about why kosher is good and what differentiates Rubin's from Zaffigs or the Milk Street Cafe—Rubin's is not a Jewish-style Deli, it is the “real deal” –The main benefits of this restaurant is it offers “homemade food the way your bubbe used to make it.”

Rubin's Deli needs to also update and maintain its website, and Facebook and Twitter profiles. An active presence on the social media front will help the Client to increase the millennials' awareness of the brand, interact with them, and be a part of their lives. But instead of trying to push “Rubin's” at them, the Client should focus more on trying to be a part of their lives. For instance, find out what is important to the millennials, and reach out to them via Facebook or Tweets with a solution. This will help Rubin's to stay relevant and memorable to its target consumers.

References:

Primary Research

- **One-on-one, In-depth Interviews:**
 - The Account Planner conducted two sessions of informal one-on-one interviews, one at Rubin's, and the other at Zaftigs'.
 - At Rubin's, the Account Planner interviewed one of the wait staff, who has been working there for a long time. (February 20, 2013)
 - At Zaftigs', the Account Planner interviewed three people while eating breakfast. They are between 24 and 28 and they eat at Zaftigs frequently. (February 23, 2013)
- **Mystery Shops:**
 - To study the Client's business first hand, The Account Planner visited Rubin's Deli and ate there before the first Client meeting.
 - Based on research, The Account Planner visited **Rubin's** Restaurant on a **weekday** during the **lunch hour**, and its **competition** on **Saturdays during breakfast hours**.
 - To understand what the target audience —**18-35-year-olds**-- like to eat, the Account Planner ordered food that was **highly recommended** by them on **Yelp, and Fodler**.
- **Survey**
 - Online survey via www.surveymonkey.com.
 - The Account Planner developed a survey to gather insight on the preferences of the 18-35-year-olds with respect to their choice of food/cuisines; uncover how frequently they ate at a restaurant; understand what is most important to them; and find out how much they are willing to pay for a meal.

Secondary Research

- Google+ Local User Reviews:
[https://plus.google.com/local/*/s/by%3A115126470883308827393\)user-review](https://plus.google.com/local/*/s/by%3A115126470883308827393)user-review)
- Marketing to Millennials -- U.S. March 2010. Mintel.
- Social Networking -- U.S. February 2010. Mintel.
- The Social Media Habits 18-34--July 2010. Mintel.
- The Deli Consumer (US) – December 2011 – Mintel Report
- Yelp User Reviews
- Fodler User Reviews
- Zagat User Reviews
- Client's Website
- Zaffigs' Website
- Milk Street Cafe's Website
- Lexis-Nexis-Academic (Company Information.)
- MRI+ Fall Product Reviews—Local Market, Boston—Breakfast Places, Weekdays
- MRI+ Fall Product Reviews—Local Market, Boston—Fast Food, Weekdays
- MRI+ Fall Product Reviews—Local Market, Boston—Breakfast Places, Weekends
- MRI+ Fall Product Reviews—Local Market, Boston—Fast Food, Weekends.
- MRI+ --Teen Mark Report--Fall Product Reviews—Local Market, Boston



Appendix A: Survey Questionnaire and Demographic Profiles

Rubin's Deli Restaurant

Welcome, thank you for taking this short survey about your restaurant preferences. All data will be used for a consumer insight project by Boston University's ad agency-- the AdLab and its Client Rubin's Deli. We appreciate your honest responses for accurate data collection. All responses are anonymous. This survey will take approximately 5 minutes to complete.

Thank you.

Sincerely,

Avinanda Mukherjee

Account Planner
Boston University AdLab

Survey Questionnaire

1. Please indicate your age bracket:

- Under 18
- 18-35
- 36-53
- 54-71

2. What is your gender?

- Male
- Female

3. In the past month, how many times have you eaten in a restaurant?

4. In a typical week, how many times do you eat outside?

- None.
- Less than two times.
- Between two and four times.
- More than four times.
- Other.

5. Please indicate what influenced your choice. Choose the most important factor.

- a. A recommendation from a friend.
- b. A recommendation from a family member.
- c. Location.
- d. User ratings from Yelp and other sites like that.
- e. Price.
- f. Quality.
- g. Reputation of the restaurant.
- h. Other (please specify)

6. How much are you willing to pay for a meal?

- a. Less than \$ 10
- b. Between \$10 and \$ 20
- c. Between \$30-\$40
- d. \$50 and Above.

7. Please choose your preferred cuisine/style from the list below. Please pick your top 3 choices.

- a. Pizza.
- b. American food
- c. Mexican
- d. Asian(Chinese, Vietnamese, Korean, Japanese,Thai, and Indian)
- e. Deli/Kosher
- f Diner
- g. French
- h. Italian
- i. Soul Food
- j. Middle Eastern.

8. Among the factors mentioned below, what is the most and least important to you: 1-10

- a. Cleanliness of the restaurant.
- b. Service and Staff.
- c. Taste, Quality and Quantity of food.
- d. Menu variety.
- e. Overall value for your money.
- f. Presentation of food.
- g. Quality of beverages.
- h. Availability of sauces, napkins, utensils etc.
- i. Average wait-time.
- j. Free Wi-Fi and other value added benefits.

9. Have you heard of Rubin's Deli?

- a. Yes. **If yes please go to Question 12.**
- b. No. **If no please go to Question 10.**

10. What is your approximate average household income?

- a. Less than \$30,000
- b. \$30,000- 59,999
- c. \$60,000- \$ 99,999
- d. \$100,000-\$200,000

e. More than \$200,000

11. Please describe your race/ethnicity.

- a. White/Caucasian
- b. Black/African
- c. Hispanic
- d. Asian
- e. Pacific Islander/Native American

-End of Surevey-

12. Where did you hear about Rubin's?

13. How often do you eat at Rubin's?

- a. Regularly (At least 2-4 times a week)
- b. Frequently (At least 2-4 times a month)
- c. Occasionally (2-4 times a year)
- d. Rarely (0-2 times a year)
- e. Never.

Other (please specify)

14. What's your favorite dish at Rubin's?

15. What is your approximate average household income?

- a. Less than \$30,000
- b. \$30,000- 59,999
- c. \$60,000- \$ 99,999
- d. \$100,000-\$200,000
- e. More than \$200,000

16. Please describe your race/ethnicity.

- a. White/Caucasian
- b. Black/African
- c. Hispanic
- d. Asian
- e. Pacific Islander/Native American
- f. Other

-End of Surevey-

Demographic Profile

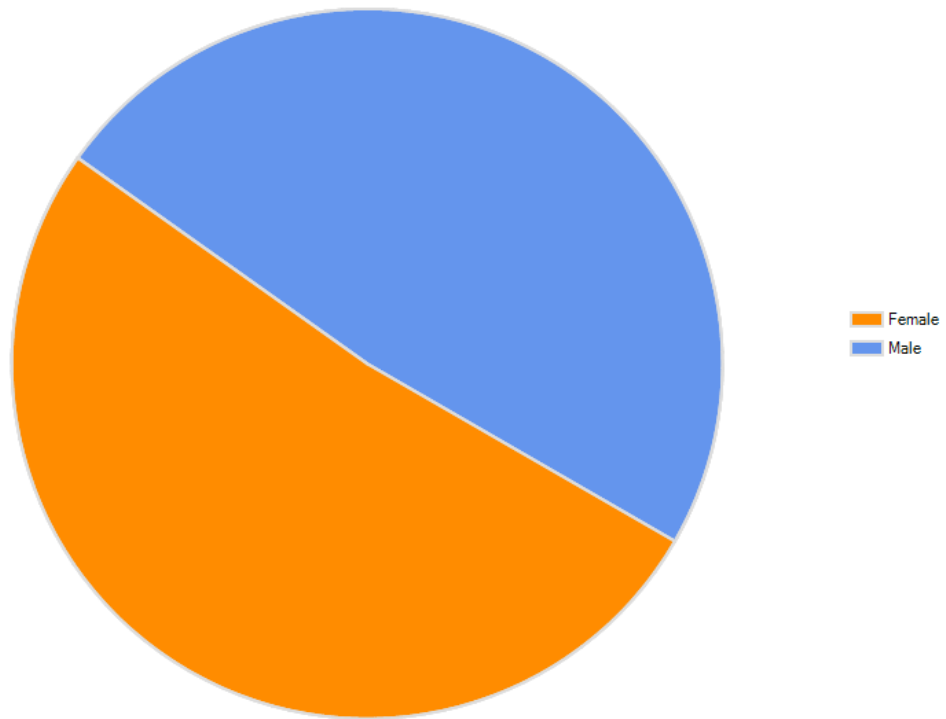
Survey participants included:

- All 33 completed responses were from people between 18 and 35.
- 17 of the total respondents were women between 18 and 35.
- 16 of the total respondents were men between 18 and 35.
- In a typical week, 22 of them eat outside between two and four times.
- 12 of them indicated user ratings from Yelp and other online sites as their primary reason for selecting a restaurant.
- 22 of the respondents are willing to spend between \$10 and \$20 for a meal.
- 46.2 percent reported taste, quality, and quantity as the most important factors for choosing a restaurant.
- 14 out of 33 people reported that they had heard of Rubin's Deli of which three had never eaten there.

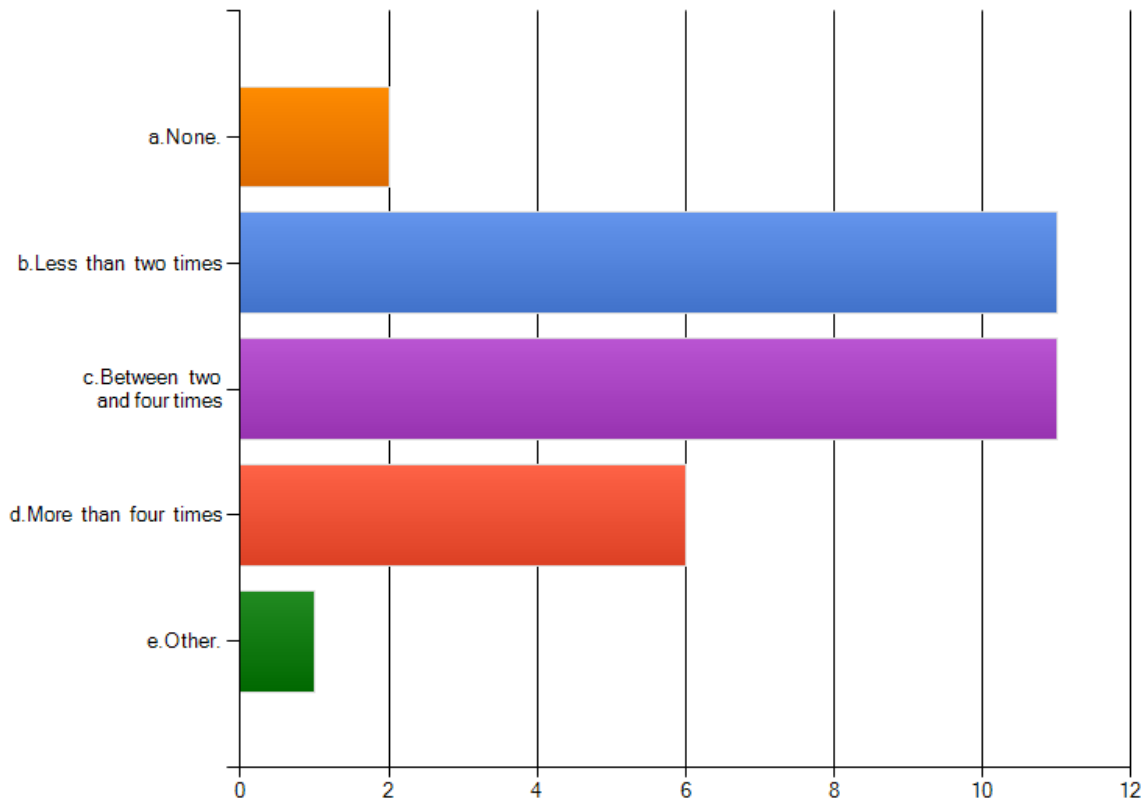
Appendix B: Survey Questionnaire

Key Charts and Graphs

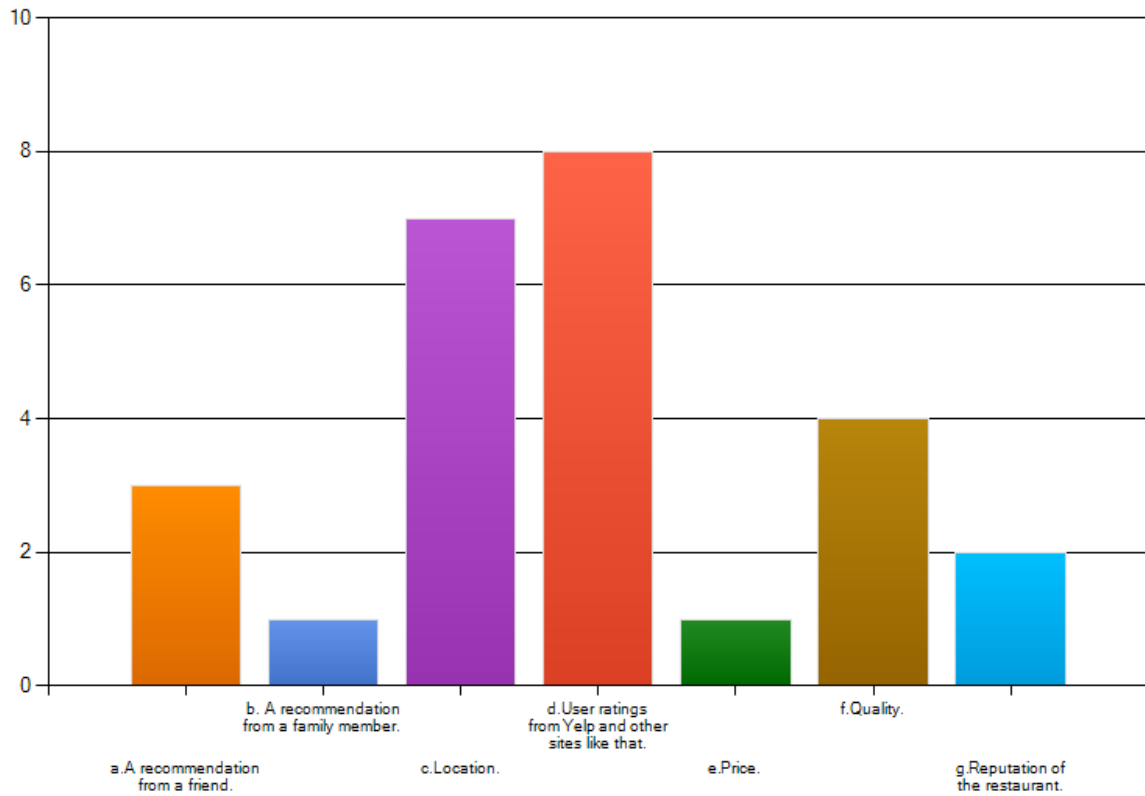
What is your gender?



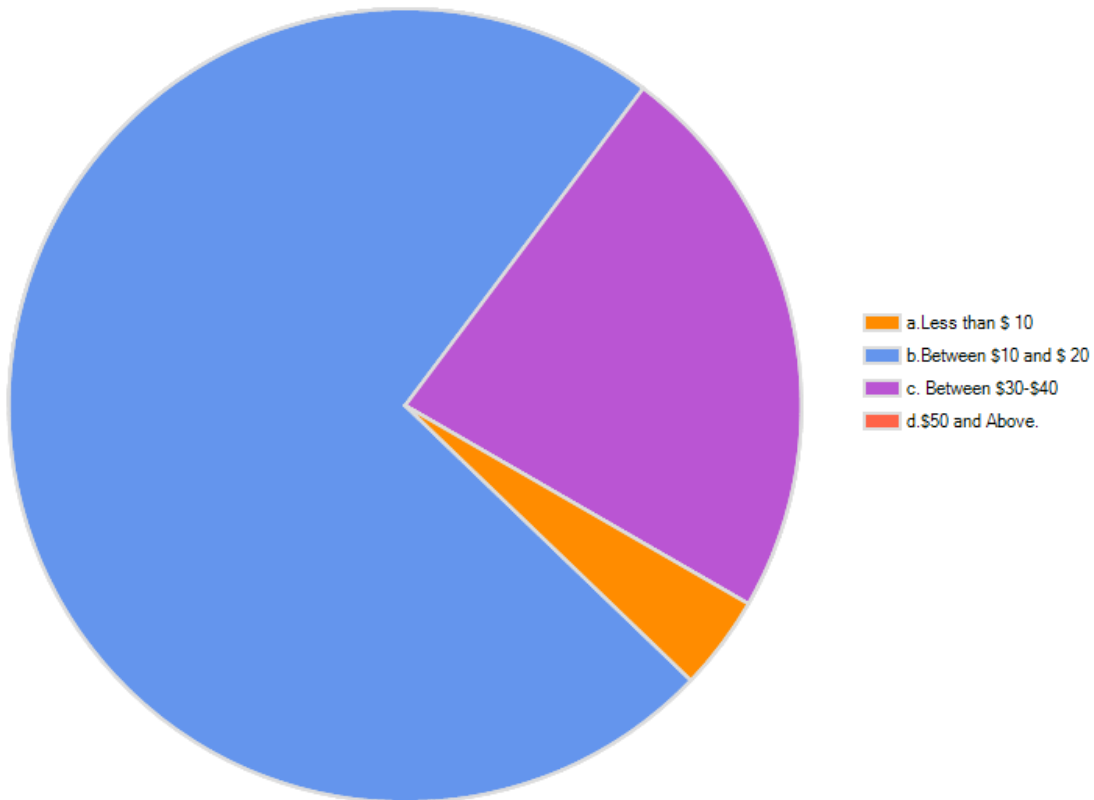
In a typical week, how many times do you eat outside?



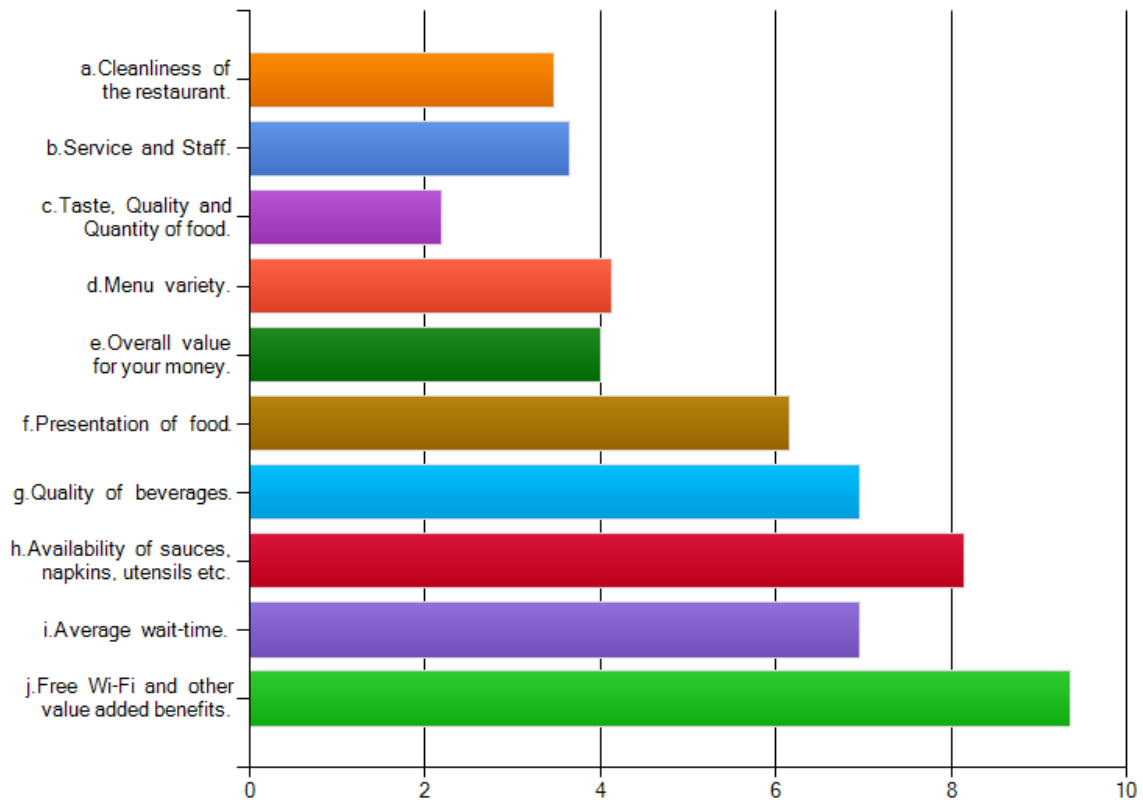
Please indicate what influenced your choice. Choose the most important factor.



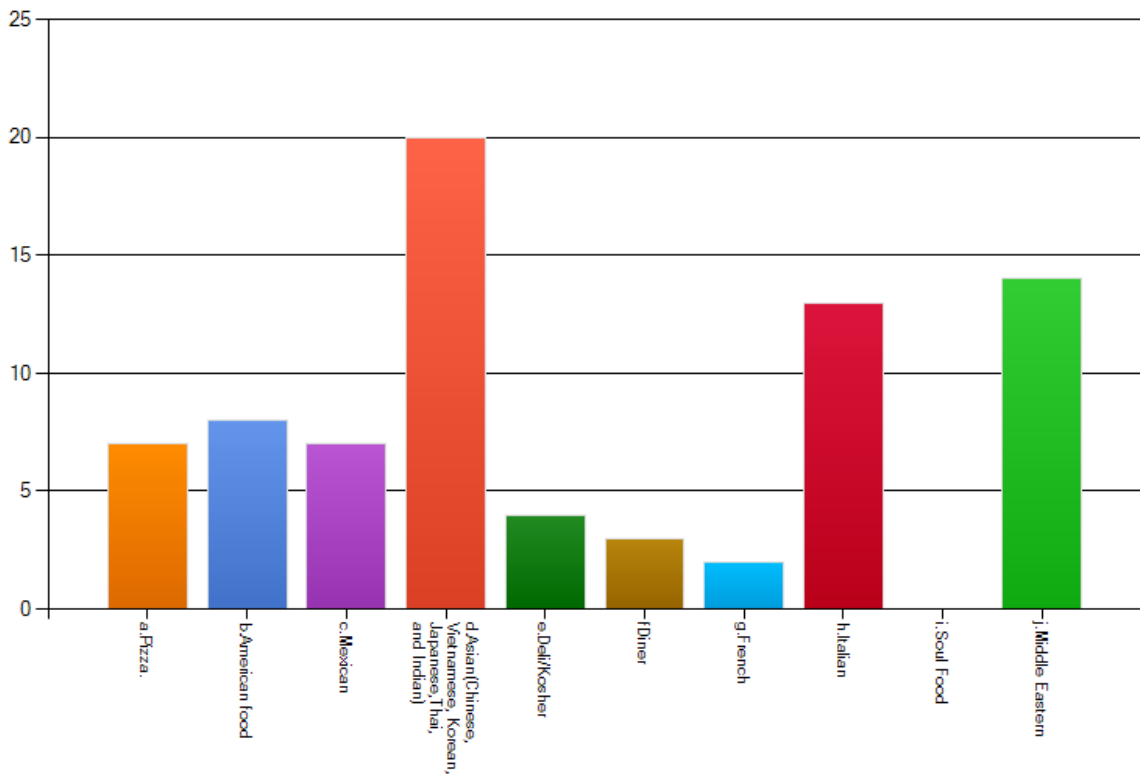
How much are you willing to pay for a meal?



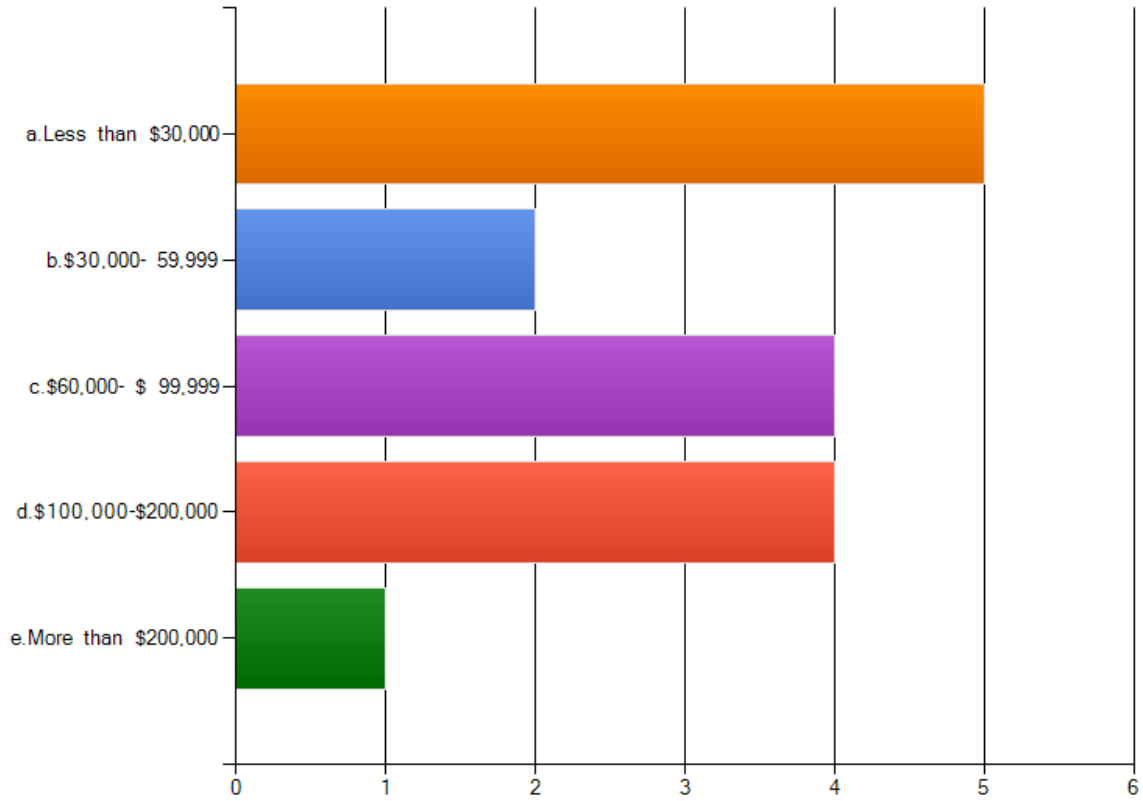
Among the factors mentioned below, what is the most and least important to you: 1-10



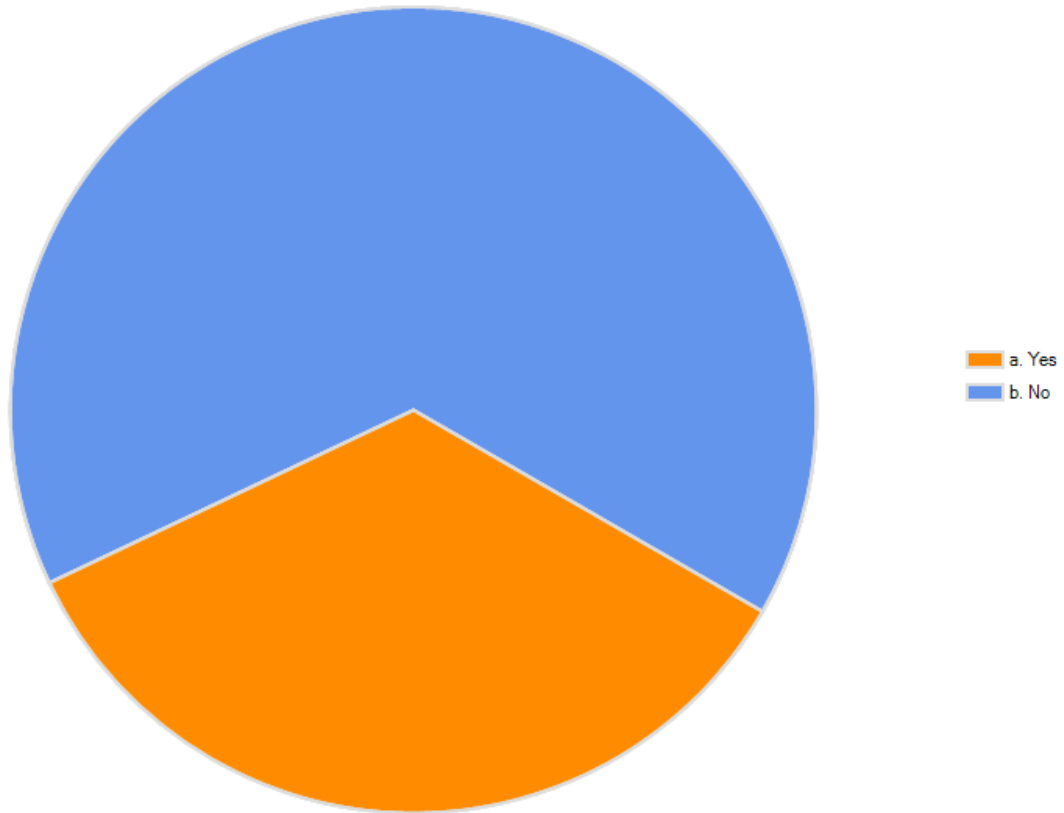
Please choose your preferred cuisine/style from the list below. Please pick your top 3 choices.



What is your approximate average household income?



Have you heard of Rubin's Deli?



Appendix C: Interview Questions and Demographic Profiles

Interview Questions

1. What's your age?
2. How often do you eat outside?
3. What are your favorite cuisines/restaurants around campus?
4. What influences your choice of a restaurant?
5. How often do you eat there and why?
6. How much do you pay for a meal?
7. Have you ever eaten at a Deli or a Diner before?
If so could you list any 3.
8. Who did you go there with?
9. Do you eat out on weekends or weekdays? If weekends, then when?
 - breakfast/brunch
 - lunch
 - dinner
 - other.
10. Are you willing to pay more for your weekend meals?
If Yes how much?
If No, why?
11. Do you work?
 - Part-time
 - Full-time
 - No.

Demographic Profile

Three interviewees included:

- Two women between the ages of 18-24.
- One man between the ages 18-24.