

## **Burger Buddy and Ma Maison**

Assume that it is a few moments before your college graduation. You and some classmates have decided to become entrepreneurs. The group has agreed on the restaurant industry, but your discussions thus far have gone back and forth between two different dining concepts: Burger Buddy and Ma Maison.

Burger Buddy would operate near campus in order to serve the student market. Burger Buddy would be a 1950s-themed hamburger joint, emphasizing large portions and affordable prices.

Ma Maison is the alternate concept. One of your partners has attended cooking school and has proposed the idea of a small, upscale French restaurant. The menu would have no set items, but would vary on a daily basis instead. Ma Maison would position itself as a boutique restaurant providing superb customer service and unique offerings.

Working in two groups, answer the following questions and the following issues:

1. Describe your firm's business-level strategy. Why do you consider it to be a cost leader or a differentiator?
2. What is the mission statement and vision statement of your firm? Is your firm targeting specific strategic goals?
3. How would the nature of work vary between the two restaurants?
4. What is the underlying strategy for each restaurant concept?
5. If the business concept is successful, how might you expect the organizational structure and nature of work at each restaurant to change in the next five to seven years?

## **Does the world need more burritos?**

Chipotle Mexican Grill is a public company listed on the NYSE, founded in 1993. The highly recognizable brand is prolific in the United States with 837 company-operated units as of the end of 2008. There is one operating store in Toronto as of this time, which represents the only non-U.S. concern. There are plans to open about 120 new stores in 2009. Even though there are quite a few U.S. states in which the firm has no locations, the management team has been seriously considering an international expansion program.

Assume you have been retained by the top management team of Chipotle to evaluate its international expansion options. Management has concluded that the following options are the most promising:

1. Continue expansion throughout the United States
2. Expand into Mexico
3. Increase expansion throughout Canada
4. Expand to the United Kingdom

Working in teams, select one of the four options. Identify the factors that work either in favor of or against your strategy. Each team must prepare a strategy for expansion. Each team is to prepare a presentation highlighting the strategic advantages and disadvantages of their assigned country's opportunities and threats as regards expansion potential. Each team must also decide which corporate level strategy should be utilized if their country expansion were chosen and why.