

Research Report

Student's Name

Institution

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### ***1. Executive Summary***

The restaurant industry has got a significant impact on the development of the economy. The impact is in terms of employment, payment of taxes, and development of infrastructure. Many people have been employed in the restaurant industry in line with the ever-growing rate. The revenue accrued from the industry keeps on doubling each year, and this is a significant development within the industry. Notably, there is a growing competition within the industry. The competition results from the new entrants and the development of new strategies in offering products and services. The industry's technological impact can also be attributed to the level of competition experienced within the industry.

Hard Rock Café Incorporation brought a new concept within the industry by putting entertainment, environmental, and humanitarian concept into play. These factors influenced the company gaining a success towards achieving its objectives and goals within the restaurant industry. Placing human beings' values as their prime concern made them gain a competitive advantage and a considerable market share within the industry.

## Hard Rock Café Research Report

**2. Industry: Restaurants (Background and Situation Analysis)**

The restaurant industry had a total of 899 billion-dollar sales in 2020. It had over one million locations and 15.6 million employees. 899 billion dollars were earned because of commercial and non-commercial services. The services making up a part of the industry sales revenue 617.5 billion dollars obtained from eating places, bars, also 22.8 billion dollars and 188.7 billion dollars from other related services. The non-commercial services include restaurant services being 66.9 billion dollars. It is evident that the industry is accruing many international opportunities and has created a lot of employment opportunities (Restaurant factbook, 2020).

The restaurant food industry has developed in terms of shares from 1955 to the present. In 1955 the industry food shares were at 25% and are at 51% now. It is a clear indication of growth and development within the industry. Every year the industry records a new entrants list with reenergized innovation and strategies within the restaurant industry. Since the 1970's to 2020, and the industry has recorded a rise in the number of sales and revenue collected. The industry sales in the 1970s stood at 43 billion dollars; however, in 2020, the industry sales revenue stands at 688 billion dollars. It is more than ten times more than the number of revenues collected 50 years later from the same industry. However, the growth and development can be attributed to the consistent inventions in a meal preparation menu from their previously utilized ones. The industry has become more co putative in nature.

The industry has offered numerous employment opportunities since 2010. It is still evident that in the nearest future, the number of employment opportunities will significantly increase. The employment opportunities increase day in daily out in millions. In 2020 there are 15.6 million employment opportunities, but the number is expected to increase to 17.2 billion



within the next ten years. The industry has got various opportunities and everybody can be offered employment within the industry. Notably, 6 to 10 adults are currently working within the restaurant sector. Close to one-half of the adults got their first employment opportunity within a restaurant industry.

One in every three teenagers is currently employed within the restaurant industry. The restaurants also offer more equal employment opportunities by employing women managers in comparison to any other available industry. Hence, most of the managerial decisions taken within the industry are executed by women. Most of the restaurant owners had their first jobs within this industry.

The total profit accrued in the economy by the industry is about 2.5 trillion dollars. This amount can support the rapid growth of any economy where the money has been pumped. The industry has an estimated employment value of 15.6 million opportunities, with about one in every ten working Americans. The industry has been estimated to add about 1.6 million jobs within the next few years (Restaurant factbook, 2020). More than 7 in every 10 restaurants are single operational units within the industry. Specific consumer trends within the industry are significantly impacting the industry. There are 63% of consumers who would prefer spending money on restaurants than buying items. 49% of consumers would like to contribute based on how restaurants are giving out information about charity organizations.

### **3. Company: Seminole Tribe / Hard Rock Café International (Background and Situation Analysis)**

The Seminal Tribe of Florida owns a global empire of restaurants and bars, stores, lounges and nightclubs, music venues, hotels, casinos, entertainment complexes, and the Seminole paradise. Hardrock is located near Hollywood and is one of Florida's top attractions.

The hard Rock Café and the hotel-casino near Hollywood are the most recognizable beacons within south Florida (Rand et al., 2018). The Hard Rock Café T-shirts have been travel trophies for decades now. The casinos are the best part of the Seminole Tribes holdings because of the long-term agreements with Florida states. The gambling business is a part of success since it made a way for what seems to become a legacy, which is the Hard Rocks. The Seminal tribe purchased Hard Rock International Café in the year 2007

Hard Rock Cafe International, Incorporation is a subsidiary of Seminole Tribe of Florida that franchises and operates restaurants' themes. Their cafes and restaurants serve a wide range of menu, which includes starters, sandwiches, burgers, entrees, salads, desserts, and sides. Additionally, it contains the world's largest rock collections and memorabilia of artists, including James Brown, the Beatles, Bob Dylan, Madonna, Guns N' Roses, the Who, and The Rolling Stones (Rand et al., 2018). Moreover, it operates casinos and hotels. Besides, the Hard Rock International runs as well as controls music and lifestyle merchandise. The company offers gift cards that can only be utilized within their global cafes anywhere across the world. The Hard Rock International headquarter is based within Orlando, Florida, in the United States.

The Hard Rocks International goal is to improve customer service, strengthen the brand message, and increase the cafes outlets across the globe. Their strategy is being innovative beyond gaming, not leaving behind the inclusive resorts, hotel-casinos, city hotels, and beach resorts. The Seminole tribes' influence is based on the numbers. The aim is to increase the outlets with consistent growth and development meant to attract huge numbers of customers across the globe. Hard Rock is estimated to bring about 5 billion dollars in revenue annually. It is one of the top profitable casinos within the United States. The Seminole tribe resorted to businesses which attract tourists across the globe. For a long time, they refused to assign a treaty

with the US and have had a very strong resilience towards ensuring business success. The Seminoles' focus has always been aimed on the future.

#### ***4. Direct Competitor: Planet Hollywood International Inc. (Background and Situation Analysis)***

The Planet Hollywood International franchises and operates a chain of about 15 restaurants, which offers steaks, burgers, and seafood to collect celebrity merchandise and movie memorabilia. The eatery and its branches are mostly located on tourist hotspots like London, Las Vegas, and New York City's. Additionally, the restaurant operates a resort casino in Las Vegas. The company also owns BUCA di Beppo and its chain subsidiary BUCA. The company is controlled in partnership with Bay Harbor (Johnson, and Green, 2016).

The company develops and creates worldwide consumer brands that surpass international barriers and utilizes the universal appeal of sports, movies, and other related entertainment themes. The company commenced its operations in 1991, and it seems it has become a worldwide recognized trademark. Currently, the company is promoting its brand through theme restaurant operations, the Official All-Star Café, and planet Hollywood offering a unique and distinct entertainment and dining experience. The environments are high end, and integrated stores are utilized to offer various merchandise selections displaying the company's logo.

The company's critical strategical part is promoting its brand through stakeholder's active involvement as the world's most famous movie stars like Bruce Willis, Sylvester Stallone, Demi Moore, Arnold Schwarzenegger, and Whoopi Goldberg. Additionally, there have also been sports stars such as Andre Agassi. The celebrity stockholders generated significant media publicity and attention for the Official All-Stars Café and the planet Hollywood brands. The



number of their celebrity stockholders keeps on rising with a consideration of the new upcoming stars to attract and appeal to a broader consumer segment.

The strategy is based on the company brand recognition's capitalization through a wide range of businesses apart from the restaurant theme. Moreover, the company embarks on many strategic ventures such as gaming, lodging, movie theatres, and consumer products. The company has reorganized its operations in order to reflect the diversification. The operations have been organized into five divisions. First are the food and beverage division responsible for developing and operating food and beverages of the theme restaurants (Johnson, and Green, 2016). The restaurants are characterized by unique features, designs, and located in high profile tourist attraction sites. Secondly, the retail and merchandise division are responsible for product sales, and merchandise development through retail stores located within their restaurants as well as within retail stores and on distribution markets such as specialty retailers and mass markets. The third is the theater and entertainment division responsible for oversight, and creation of entertainment ventures. The fourth is the gaming and lodging division responsible for Las Vegas project participation, the Planet Hollywood hotel, and the official all-star hotel and similar ventures. The last one is the consumer products division responsible for company brands licensing concerning the consumer selected products like games, toys, and ice cream.

### **5. Indirect Competitor: McDonald's (Background and Situation Analysis)**

McDonald's is one of the leading world's chains of fast food restaurants. It serves millions of customers daily having more than their 31, 000 restaurants worldwide. The restaurant offers various carbonated drinks and junk foods, including poultry, glaciers cream, salads, burgers, and fries (Telang and Deshpande, 2016). Additionally, they have use adverts geared



towards children, a playground for them, emphasizing comfort. Furthermore, they introduced fireplaces and lounge areas.

The brand restaurants are operated as a joint venture, franchisee, and the organization offers direct control by themselves. The revenues accrued by Mc Donald's results from fees paid by franchisees, royalties, lease, and sales from the restaurant controlled or operated directly by the company. The company revenue keeps growing with an ever-increasing number of franchises, and restaurant branches opened worldwide.

The company started in 1940 and had a series of developments and changes in organizational strategies and its owners. The restaurant was majorly known for its hamburgers. In 1955 they opened their franchise. It was in 1965 when the company became a worldwide famous listed on the public stocks market. The company development into many segments turned it into a global restaurant (Telang, and Deshpande, 2016). The restaurant's globalized nature made it prominent, hence, it has been a subject to public discussions about consumer, responsibility, corporate ethics, and obesity.

McDonald's core goal is globalization. The company has put a heavy focus on making critical marketing strategies that can see it maintaining its competitive advantage while coping up with the ever-increasing competition within the restaurant industry (Telang, and Deshpande, 2016). However, the company is faced with a challenge in making the decisions on the strategies since there is no time for studying their problems and make the best decisions for the company. Hence, the company has to perform a thorough review of the opportunities and available markets. After which the long-term tactical decisions can be made without consideration of the daily sales revenue and activities.

McDonald's is currently facing some problems within their operations. The company is experiencing a performance decline in its customer service, order processing, and employee turnover. It currently has the lowest customer service rankings among all the fast-food chains. Their revenue growth has declined with a fall in the store sales. The situation can be attributed to failure to respond to the changing needs of franchisees and customers, poor management, increased competition, and marketing strategies. Additionally, they are suffering from decreased domestic sales as well as declining market share. Their competitive advantage within the industry is at stake, as it seems there are no core competencies under consideration.

#### **6. *Brand: Hard Rock Café (Background and Situation Analysis)***

Hard Rock Café Incorporation was founded in 1971 and is a chain theme of restaurants. It was founded in London. The café's walls were covered with roll-and-rock memorabilia since 1979, and trend was acquired by others within the restaurant chain. In the year 2007, the international café was sold to the Seminole Tribe of Florida. After being sold its headquarter was located in Orlando, Florida, up to the year 2018 when the offices were relocated to Davie within Florida. The company had invested in many hotels, cafes, and casinos in 2018 July. Their operations were held within 74 countries globally.

The restaurant locations vary across the United States. The variation starts from the large, the most tourist-driven markets to smaller metropolises. Notably, the café does not franchise in the United States. Nearly all the cafes in the US are corporate-owned except the Four Winds New Buffalo and Tampa.

At Hard Rock Café, the managers have had a series of decisions to apply to improve business operations. The aim is to make decisions that minimize inefficiencies in operations of the café. Several decisions are applied towards ensuring that the financial targets, company

reputation, and brand targets are met. Their success depends on the management, including other factors such as industry and business environment. The cafe is currently applying the product and service design decisions to maintain the ambiance and the brand image. It is what holds on the rock culture and what the music means to the café customers (Peesapati, 2020). The managers are currently assessing different attributes of the target markets before applying required or desired modification to the services and products in suiting the local market's demands. The products, however, follow the requirements and the specifications of Hard Rock café international corporation.

Quality management is an essential part of the continual growth of the café. They have a specific quality assessment role for their managers. It is in line with the cafe's objective of granting quality to their customers. The firm quality standards are used by managers to identify areas of weaknesses in their operations. The changes are then recommended and applied throughout the Hard Rock Café restaurants. An example is the quality rules adjustments in response to changes within the market conditions. It is done in line with the social considerations that affect the business either directly or indirectly.

The location of their businesses is based on industrial and market analysis. The company applies market research to determine if the markets can support the café in revenue and profitability. The cafe's job designs are also reached and analyzed based on its staff members' requirements and expectations. The jobs are evaluated based on the cafe's standards. The company's supply chain operation is made based on their demands.

### ***7. Strategic Focus: Mission, Vision, Values***

The Hard Rock Cafe mission is the creation of authentic experiences that ROCK. The cafe's concept is based on leisure and entertainment for music lovers. Additionally, they are



designed uniquely to their locations. They serve everyday American foods at affordable prices. Each of the cafes has its merchandise stores.

Moreover, they have small music sections, or venues used to host live bands within the restaurant. Despite being a corporate company, they have an irrelevant free spirit, which, in most occasions, is copied by their competitors (Tcivina, 2020). The café has been offering a rock and roll atmosphere for over forty years. The success of the Hard Rock Café international can be attributed to their ability to suit their customer's needs. It is in line with their mission; that is why they have held it for long and be competitive within the restaurant industry.

The Hard Rock Vision is to ensure the social purpose of life for their customers. The company has been founded on a motto of loving everyone and serving everybody being kind and eco-friendly. Their main aim is to improve the livelihoods, helping communities, and the sustainability of the earth. The company motto is considered worldwide in its cafes, casinos, hotels, and rock shops across 74 countries. Furthermore, it was recognized at some point as the best employer. The brand is ever-growing while rooting its place in any possible place they can venture. The company's vision is directed towards embracing every individual irrespective of their backgrounds and ensuring the world's unity where everyone can interact with each other freely. Notably, two great cultures were brought together when the Seminole Tribe acquired the company. The cultures were built on values of accountability, respect, and integrity.

The company's vision drives services across hotels, cafes and casinos in pursuit of the future of hard rock. It made the brand one of the world's best and growing consumer brands. The success of the company can be attributed to good relations with companies. They work towards building social trust and values with everyone they interact with within their operations, be it customers, employees, and other stakeholders (Tcivina, 2020). It is evident that the company

values their interactions and aims to offer the best experience to the individuals they interact with on their routine operations. It is these values that have enabled the Cafe to grow and survive within the industry for all that long. The values are directed towards a better social condition, health, disaster relief wellness, and environmental sustainability.

## **8. Ethics and Corporate Social Responsibility**

Hard Rock is among the most recognized trademarks worldwide. The company has to hold its reputation in terms of integrity for as long as they want to operate effectively. Its mission has been engraved in doing well as a way of doing good. Hence, its goals of being a socially responsible leader have been of great significance to development within the industry. One of their social responsibility roles has been on breast cancer awareness across the world.

During the breast cancer awareness periods, the company always holds a breast cancer awareness campaign, which was being conducted for more than ten years now. Some of their revenue percentages are directed to the funding of breast cancer research foundations. The cafes also host live music and parties intending to raise money towards funding cancer research. Hence, this places the company in a unique position of helping individuals around the world to fighting cancer. The disease is a worldwide pandemic that needs significant research and financing to help overcome its effects on the entire population.

Additionally, the company also supports entertainment, environmental and humanitarian activities. The motto of taking time to be kind is based on humanitarian perspectives. The mottos are being posted on the cafes depending on the one they are promoting. Notably, there is no café without motto postage. The company has gone above and beyond towards making society a better place to live in from the time it was founded. Their understanding and customer value have enabled them to understand every successful business's requirements across the globe

(Kuisma, and Niemi, 2016). Any business that can copy a similar strategy of being close to their immediate community and supporting them in various ways is always deemed to succeed. Customers' and stakeholder's values are always essential and are the key to the attainment of success.

## **9. Operational Definitions**

Managerial Skills are an individual's ability and knowledge utilized in any given managerial position to fulfill specific management tasks and activities. The abilities and knowledge can be acquired through learning and practicing on a routine basis. Additionally, they can be acquired through practicalities upon implementing the needed tasks and activities (Jones & George, 2016).

Fayol's Principles of Management are the planning activities, organizing activities, and controlling activities related to the operations of essential elements of materials, individuals, money, methods, machines, and markets (Jones & George, 2016). Additionally, it includes the provision of direction and coordination of activities while offering leadership to human efforts. Achieving all these requires a deeper understanding of the objectives.

Personality traits are unique characteristics or qualities possessed by an individual. They are the individual's habitual patterns of emotions, temperament, and behavior (Jones & George, 2016). The traits are what an individual is born with, what makes them part of the individual. It is the personal traits that guide an individual's conscience.

Organizational Commitment is the individual's psychological view towards organizational attachment (Jones & George, 2016). The individual must be psychologically connected to the organization to execute their roles and duties in line with the organizational



values, mission, and vision. Every employee within an organization must be committed to executing and persuading the organizational goals and objectives.

Organizational culture is the practices, expectations, and values that inform and guide all team members' actions. They guide the behavior of individuals within the organization (Jones & George, 2016). Additionally, they control how people relate with each other and perceive situations within the organization. It is the organizational culture that determines the way things are done within the organization and to some extent, determine levels of success.

A stakeholder is any individual with an interest in something or business. The stakeholders in a business include; customers, employees, suppliers, creditors, debtors, and financial institutions (Jones & George, 2016). Stockholders are also known as shareholders. It can be a company, a person, or institution owning at least a company's share stock (Jones & George, 2016). The stocks are known as equity. They are always influential owners of the business, and as a result, they reap all the profits and losses of the business.

Managerial ethics are actions or traits that are considered moral guidance that a supervisor offers to their fellow employees (Jones & George, 2016). There are no specific standard measures for ethics. Hence, everyone dealing with employees has to develop their ethical approach towards the management of employees.

Social Responsibility is a theory where individuals or businesses are responsible for the fulfillment of their civic roles. Their actions must always be directed towards benefiting the society in one way or another (Jones & George, 2016).

Ethical Rules are the principles that everyone associates with ethical behavior. They incorporate values and characteristics that are considered ethical in one way or another (Jones & George, 2016).

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### 11. Appendix A Industry Infographics



[https://www.inkling.com/wp-content/uploads/2018/08/State\\_of\\_Restaurant\\_Industry\\_infographic.pdf](https://www.inkling.com/wp-content/uploads/2018/08/State_of_Restaurant_Industry_infographic.pdf)

### 12. Appendix B Brand Infographics



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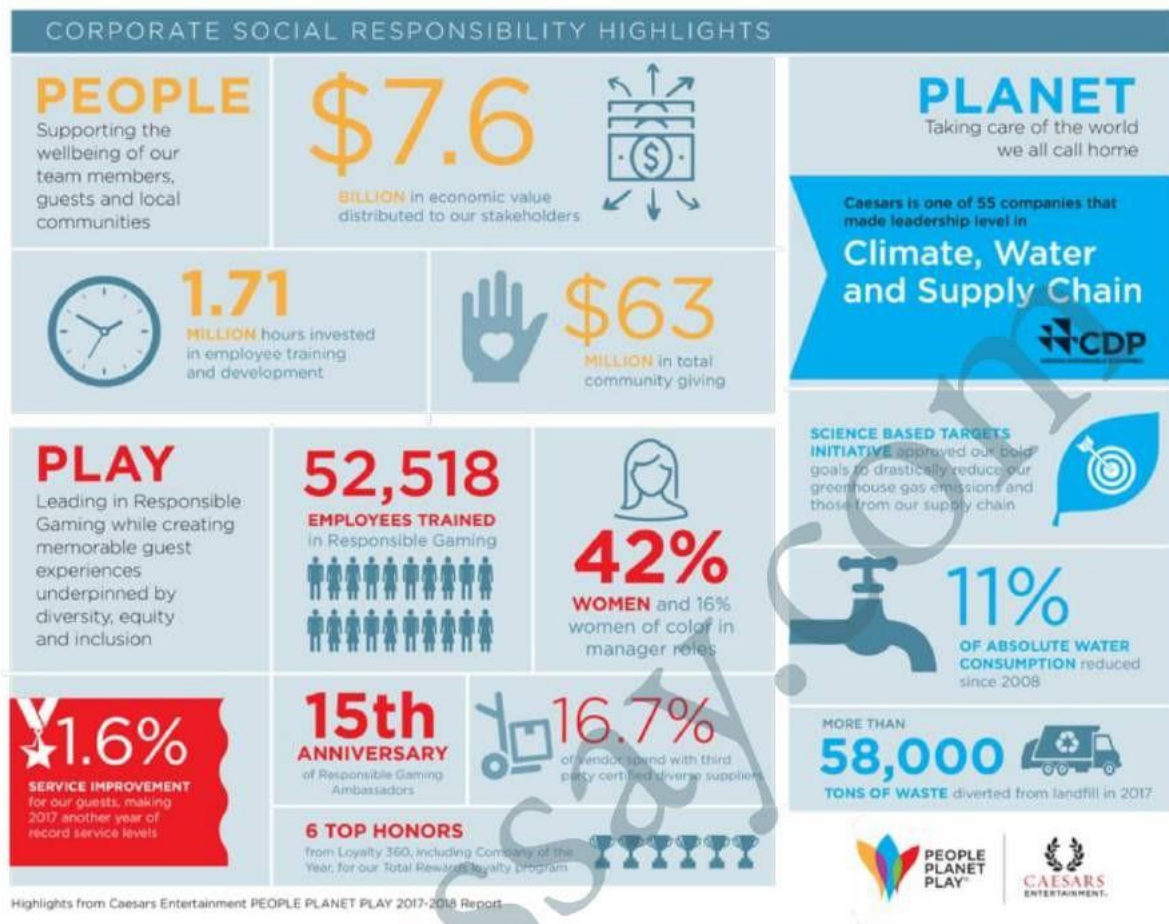


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## 12. Appendix C Brand Infographics: Planet Hollywood

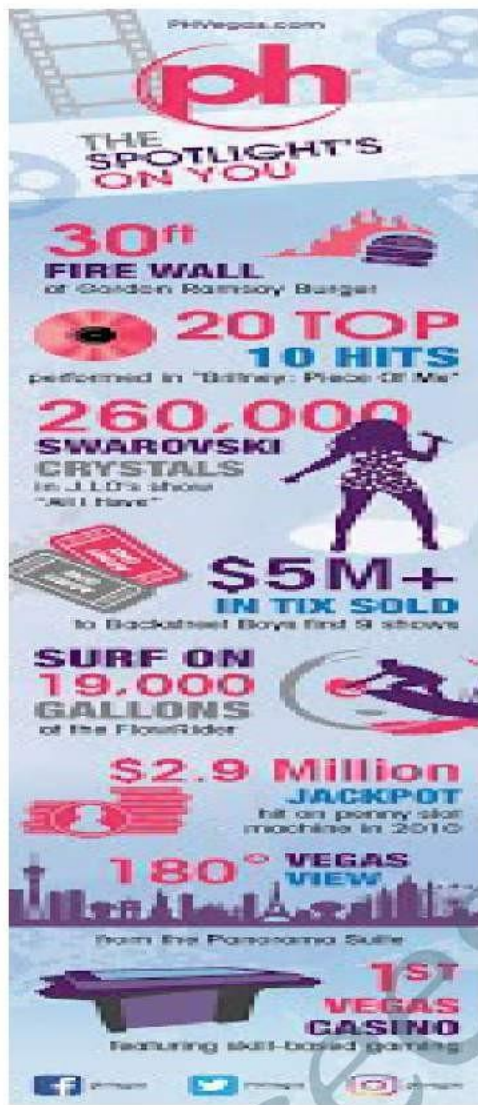


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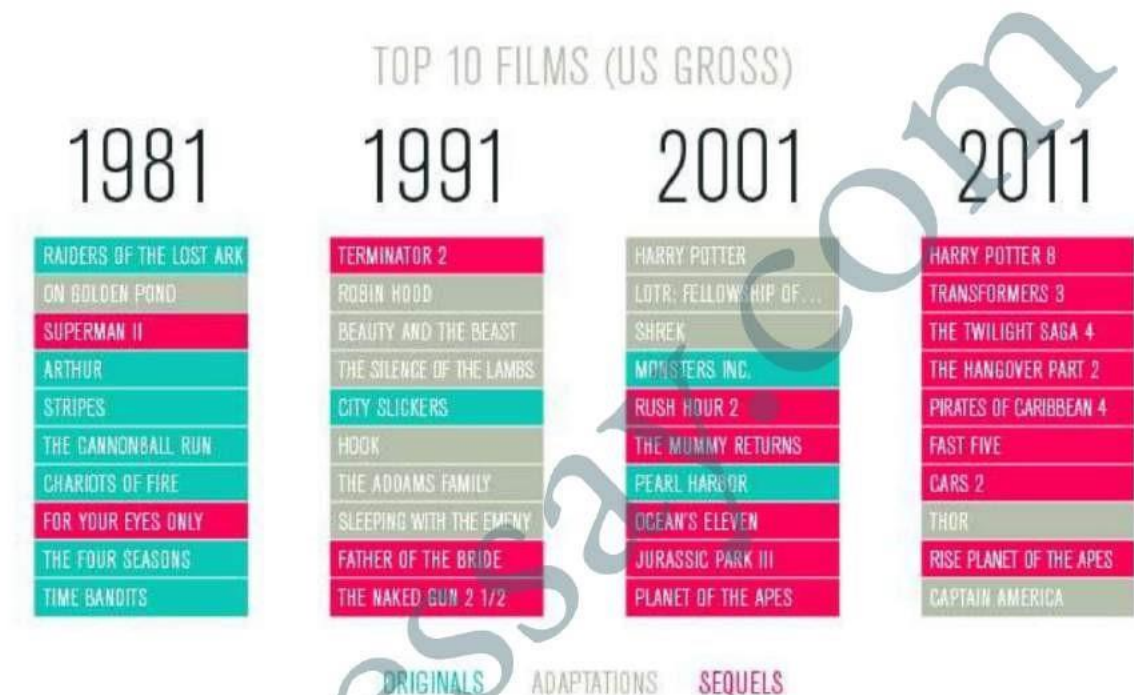


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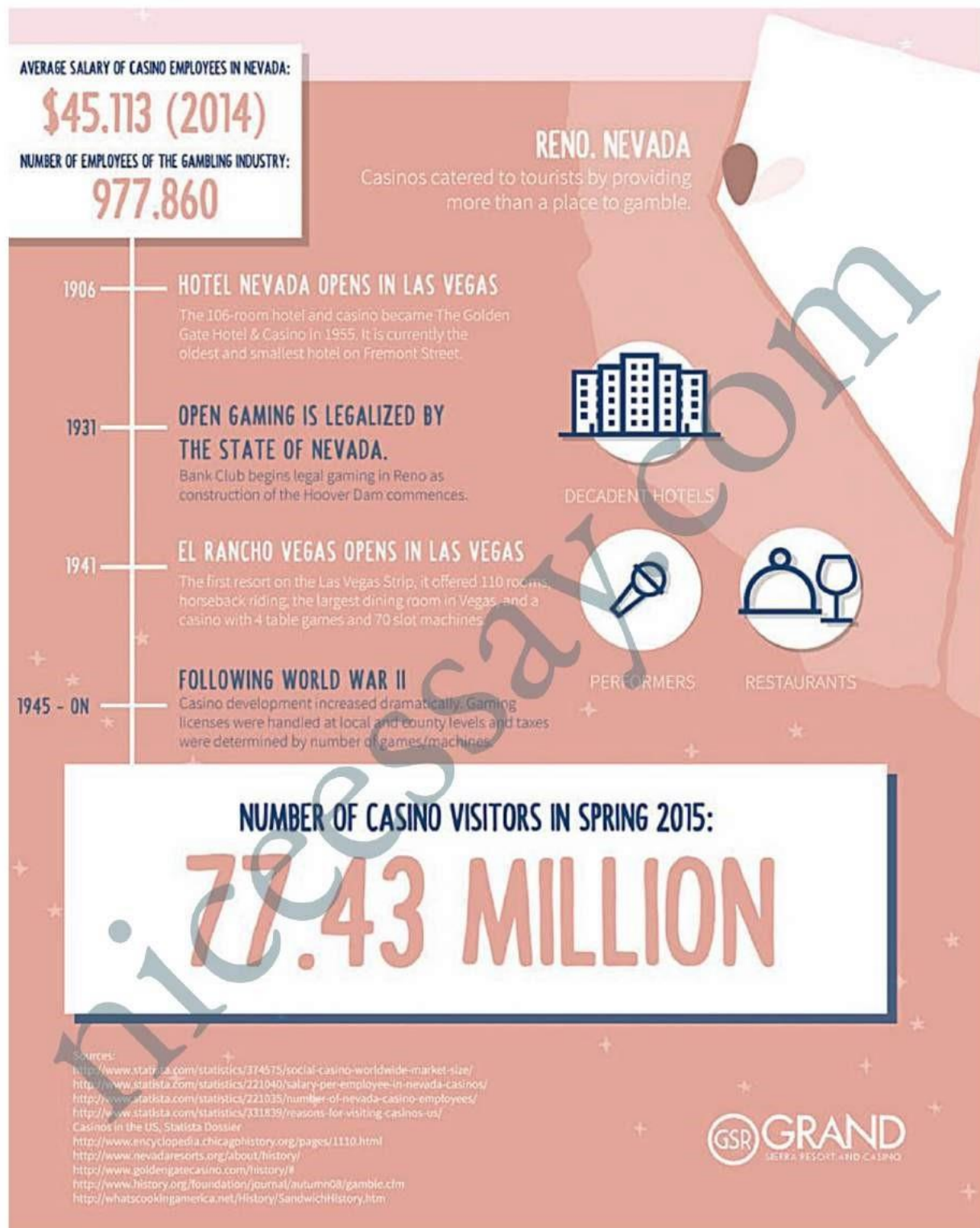


# HOLLYWOOD'S WANING CREATIVITY

*Short of the Week.com*



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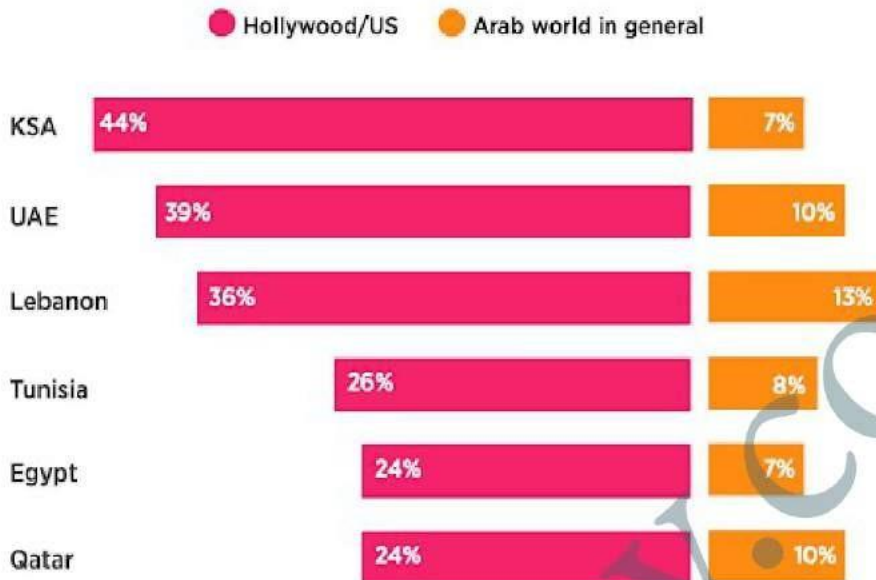
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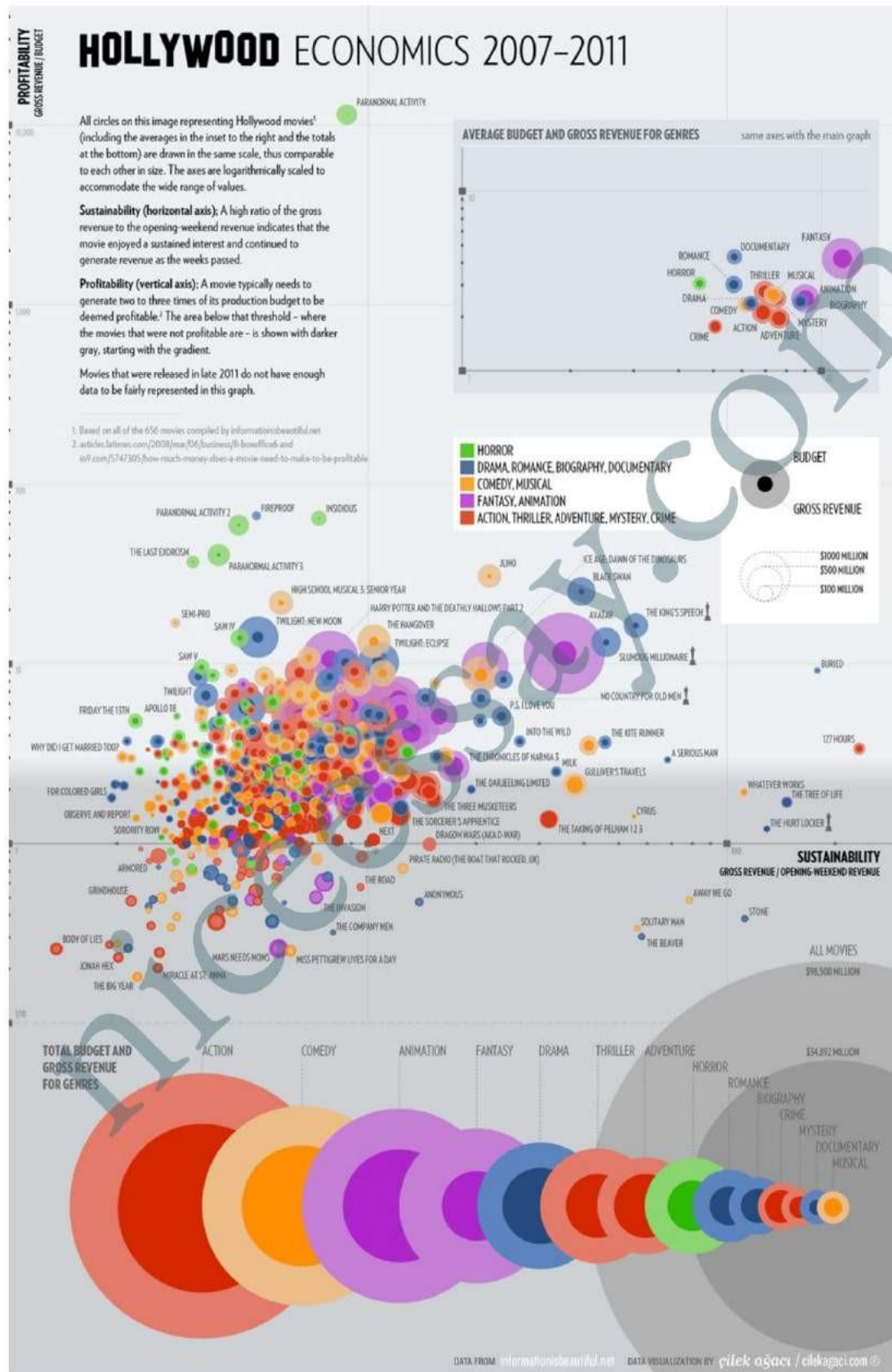
### Percent who say films from Hollywood or the Arab world are harmful for morality



Base: Nationals only; n=4,529.

MEDIA USE IN THE MIDDLE EAST, 2016  
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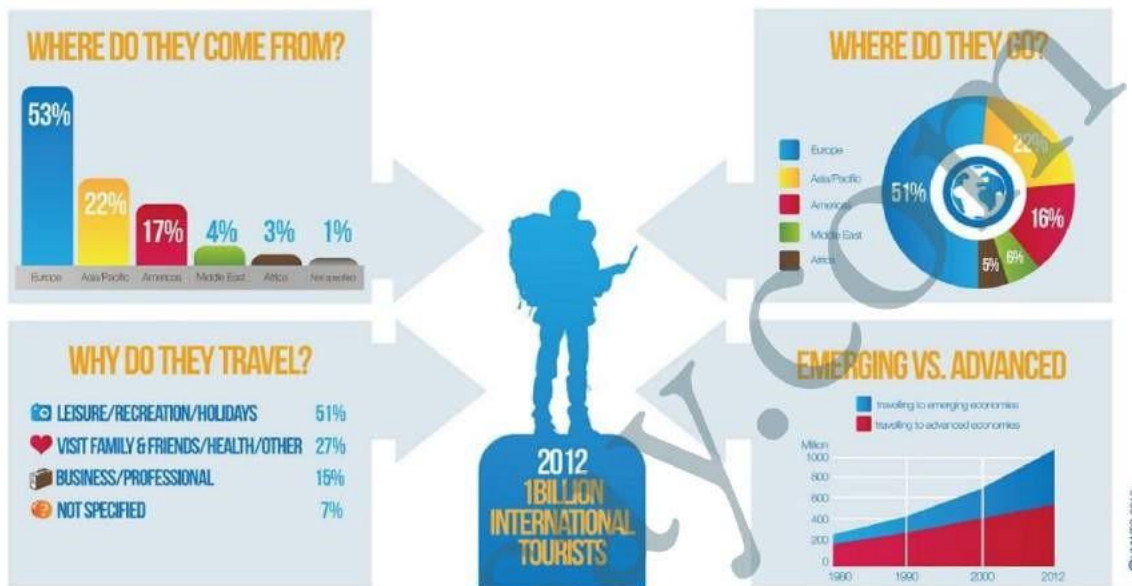
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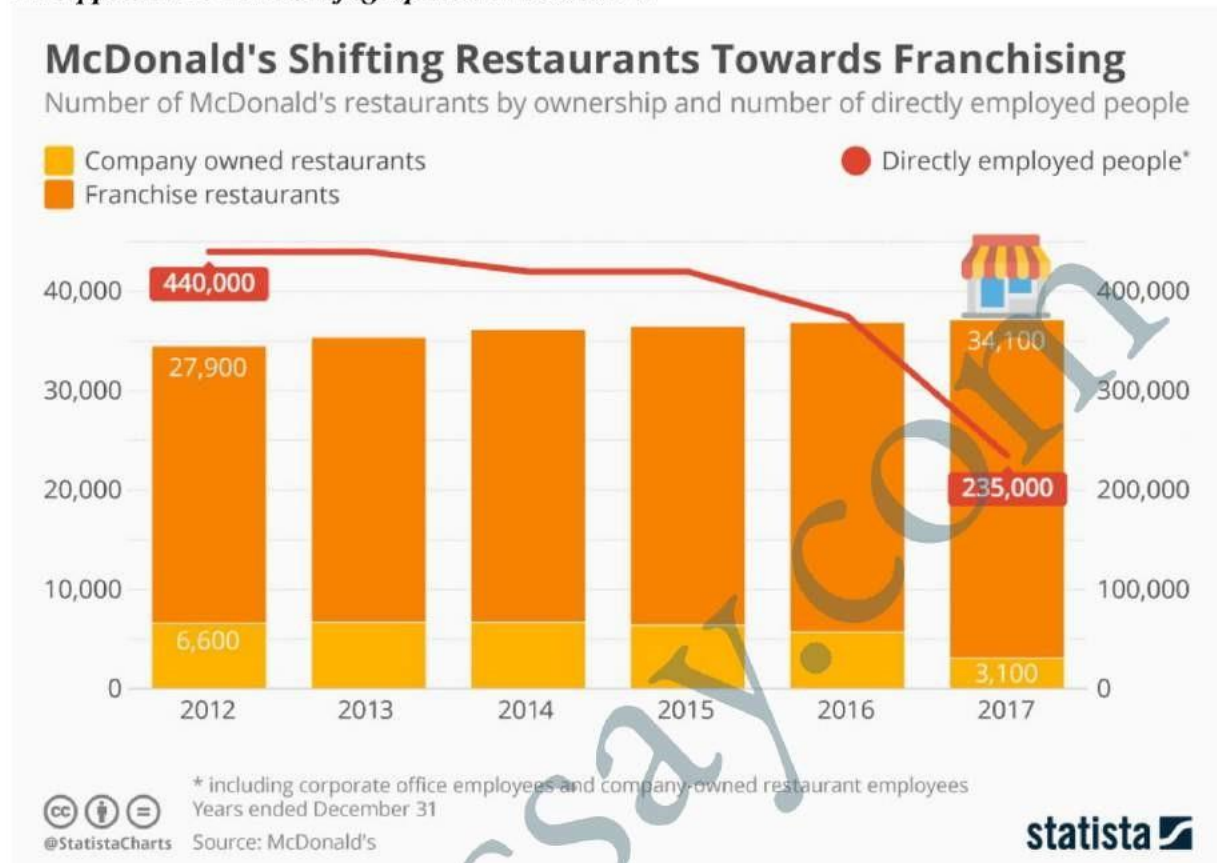
## TURNING ONE BILLION TOURISTS INTO ONE BILLION OPPORTUNITIES

In 2012, a record one billion tourists crossed international borders in a single year. Another five to six billion are estimated to travel in their own countries every year.

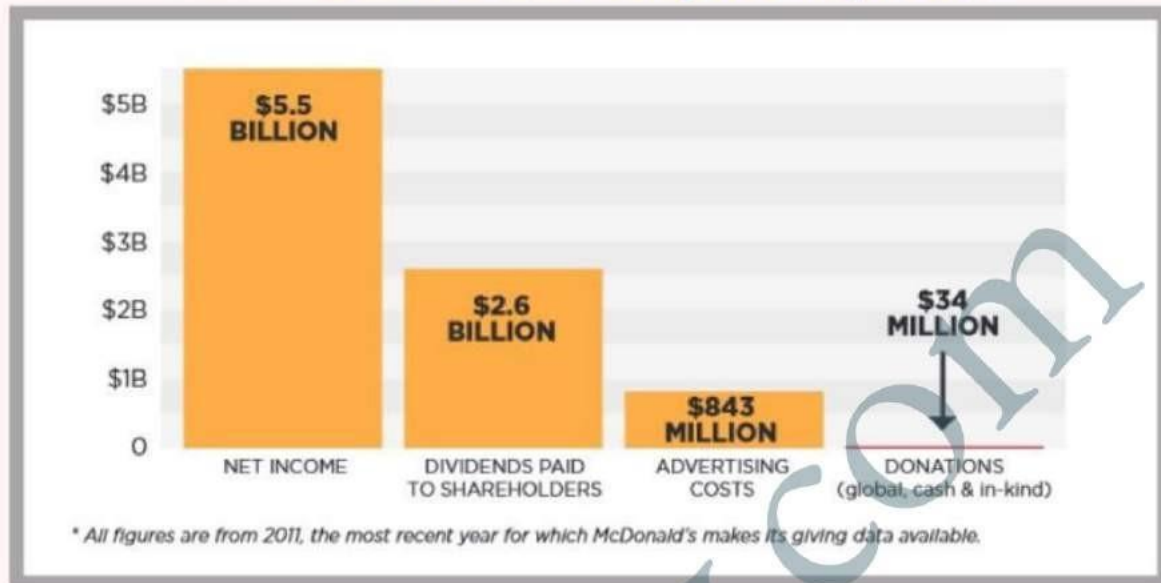


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#### 14. Appendix D Brand Infographics: McDonald's



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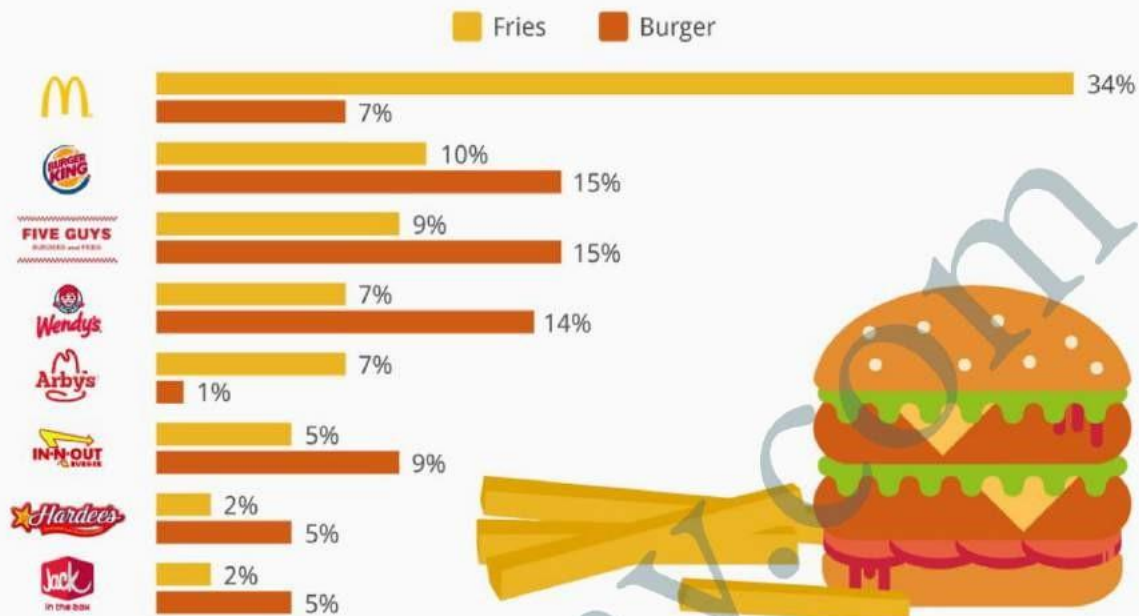
**TABLE 2: McDonald's Charity in Perspective\***

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## Which Fast Food Chain Has The Best Burger & Fries?

% of Americans saying the following make the best burger/fries



n=1.2m Survey conducted from 8/27/2014 to 9/16/2014  
Source: YouGov

statista

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**1. McDonald's has over 35,000 locations, more than Burger King (14,000), Wendy's (6,500), Taco Bell (6,200), and Arby's (3,400) combined.**



**2. In 2013, McDonald's opened 1,400 new locations. Chipotle's entire chain is 1,600 locations.**



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## McDonald's Community Impact Lowest Among Millennials

- Share that say McDonald's has negative impact on community
- Share that say McDonald's has positive impact on community



**MORNING CONSULT**

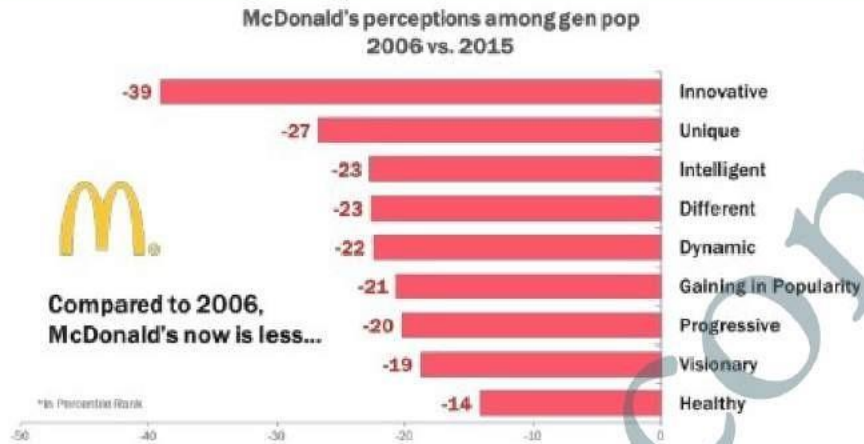
This poll was conducted 07/15-10/15, 2017 among a national sample of 330,488 adults. The results have an MoE between 0.3 and 1%.

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## Issues in the Last 2 Years



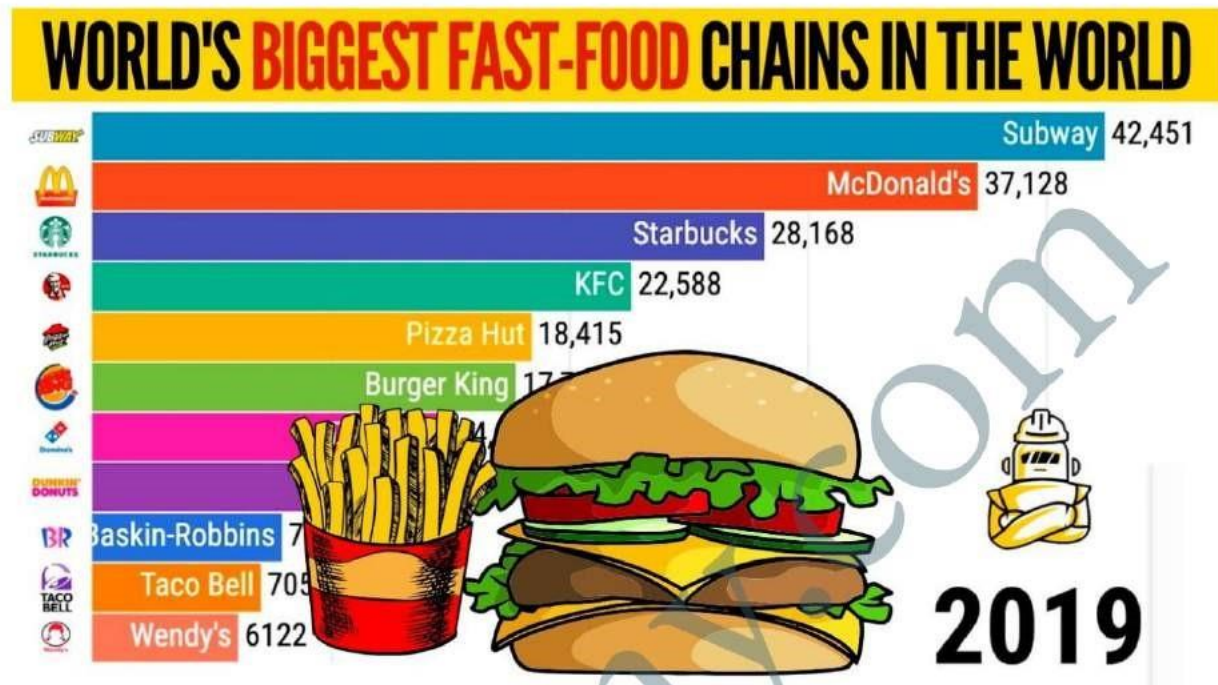
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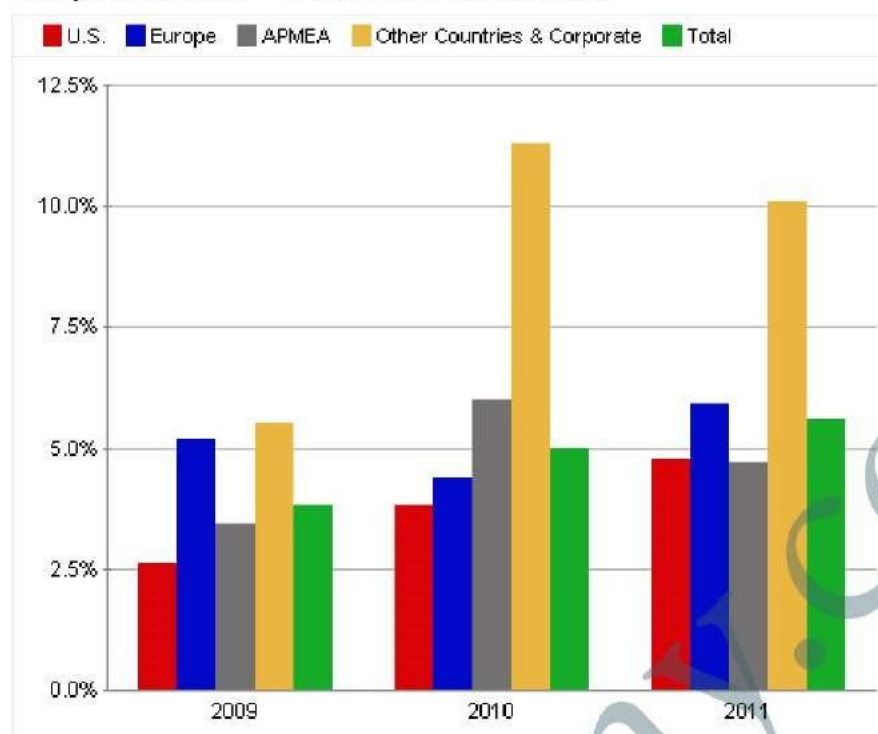




[https://www.google.com/imgres?imgurl=https%3A%2F%2Fc8.alamy.com%2Fcomp%2FBXJP52%2Fvariety-of-burgers-available-at-mcdonalds-as-advertised-on-its-website-BXJP52.jpg&imgrefurl=https%3A%2F%2Fwww.alamy.com%2Fstock-photo-variety-of-burgers-available-at-mcdonalds-as-advertised-on-its-website-33603950.html&tbnid=3YpPvH\\_J23o3hM&vet=12ahUKEwjkqJW1\\_LjrAhUQ5hoKHQxwCqIQMygPegUIARCIAQ..i&docid=RFBPH93fx3cQ5M&w=1300&h=960&itg=1&q=Planet%20Hollywood%20Brand%20Infographics&hl=en&ved=2ahUKEwjkqJW1\\_LjrAhUQ5hoKHQxwCqIQMygPegUIARCIAQ](https://www.google.com/imgres?imgurl=https%3A%2F%2Fc8.alamy.com%2Fcomp%2FBXJP52%2Fvariety-of-burgers-available-at-mcdonalds-as-advertised-on-its-website-BXJP52.jpg&imgrefurl=https%3A%2F%2Fwww.alamy.com%2Fstock-photo-variety-of-burgers-available-at-mcdonalds-as-advertised-on-its-website-33603950.html&tbnid=3YpPvH_J23o3hM&vet=12ahUKEwjkqJW1_LjrAhUQ5hoKHQxwCqIQMygPegUIARCIAQ..i&docid=RFBPH93fx3cQ5M&w=1300&h=960&itg=1&q=Planet%20Hollywood%20Brand%20Infographics&hl=en&ved=2ahUKEwjkqJW1_LjrAhUQ5hoKHQxwCqIQMygPegUIARCIAQ)

The screenshot displays the McDonald's website interface. At the top, navigation links include WELCOME, ABOUT, CHARITY, CAREERS, and BUSINESS OPPORTUNITIES. A shopping cart icon and 'Check Out' link are in the top right. The main header features the McDonald's logo and a list of menu categories: McDELIVERY, OUR FOOD, McCafe, PROMOS, KIDS & FAMILY, McDONALD'S PARTY, and STORE LOCATOR. Below these is a '86236' phone number for Metro Manila only. The central promotional banner for the 'Big Mac' features a large image of the burger, fries, and a Coca-Cola drink, with a price tag of 'P137'. Below the banner are 'BUY NOW' and 'MORE INFORMATION' buttons. A carousel below the banner shows three items: 'Happy Meal' (The All-Time Kid Favorite), 'Big Mac' (with Regular Fries and Drink Value Meal), and 'Premium Roast Coffee' (Made from 100% Arabica Beans). Each item has a 'BUY NOW' button. On the left side, there is a 'BUSINESS OPPORTUNITIES' section featuring a photo of a woman and a short bio about Ray Kroc's vision, with a 'read more' link. The footer includes social media links for Facebook, Twitter, and RSS, along with 'PRIVACY & POLICY' and '© 2012'.

[https://www.google.com/imgres?imgurl=https%3A%2F%2Fc8.alamy.com%2Fcomp%2FBXJP52%2Fvariety-of-burgers-available-at-mcdonalds-as-advertised-on-its-website-BXJP52.jpg&imgrefurl=https%3A%2F%2Fwww.alamy.com%2Fstock-photo-variety-of-burgers-available-at-mcdonalds-as-advertised-on-its-website-33603950.html&tbnid=3YpPvH\\_J23o3hM&vet=12ahUKEwjKJW1\\_LjAhUQ5hoKHQxwCqIQMygPegUIARCIAQ..i&docid=RFBPH93fx3cQ5M&w=1300&h=960&itg=1&q=Planet%20Hollywood%20Brand%20Infographics&hl=en&ved=2ahUKEwjKJW1\\_LjAhUQ5hoKHQxwCqIQMygPegUIARCIAQ#imgsrc=5C8Noullw1DJ1M&imgdii=OUeBN2HUxFgc\\_M](https://www.google.com/imgres?imgurl=https%3A%2F%2Fc8.alamy.com%2Fcomp%2FBXJP52%2Fvariety-of-burgers-available-at-mcdonalds-as-advertised-on-its-website-BXJP52.jpg&imgrefurl=https%3A%2F%2Fwww.alamy.com%2Fstock-photo-variety-of-burgers-available-at-mcdonalds-as-advertised-on-its-website-33603950.html&tbnid=3YpPvH_J23o3hM&vet=12ahUKEwjKJW1_LjAhUQ5hoKHQxwCqIQMygPegUIARCIAQ..i&docid=RFBPH93fx3cQ5M&w=1300&h=960&itg=1&q=Planet%20Hollywood%20Brand%20Infographics&hl=en&ved=2ahUKEwjKJW1_LjAhUQ5hoKHQxwCqIQMygPegUIARCIAQ#imgsrc=5C8Noullw1DJ1M&imgdii=OUeBN2HUxFgc_M)

**Comparable Sales - McDonald's Restaurants**

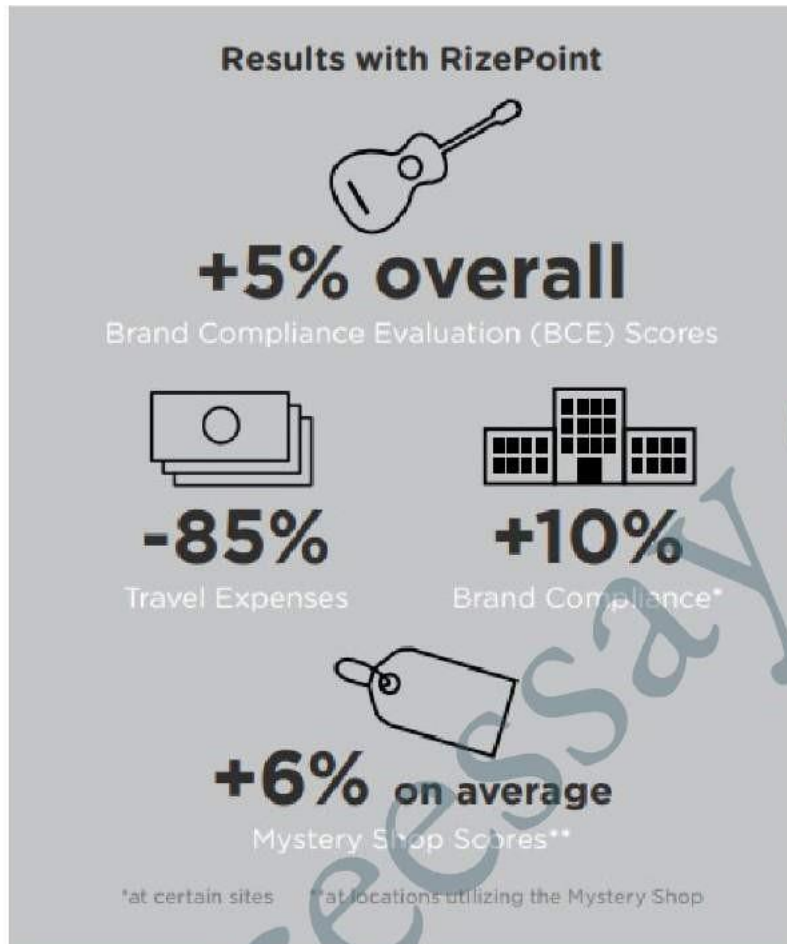
Increase/(Decrease)

	U.S.	Europe	APMEA	Other Countries & Corporate	Total
<b>2011</b>	4.8%	5.9%	4.7%	10.1%	5.6%
<b>2010</b>	3.8%	4.4%	6.0%	11.3%	5.0%
<b>2009</b>	2.6%	5.2%	3.4%	5.5%	3.8%

[https://www.google.com/imgres?imgurl=https%3A%2F%2Fstatic.seekingalpha.com%2Fuploads%2F2012%2F6%2F2214541\\_13402721112054\\_2.png&imgrefurl=https%3A%2F%2Fseekingalpha.com%2Farticle%2F674271-buy-mcdonalds-the-best-positioned-global-restaurant&tbid=8ANLdcpwzWK9ZM&vet=10CAsQxiAoB2oXChMIqJysy\\_i46wIVAAAAABOAAAAEAI..i&docid=DTG6Q0jfV4ypIM&w=549&h=542&itg=1&q=Planet%20Hollywood%20Brand%20Infographics&hl=en&ved=0CAsQxiAoB2oXChMIqJysy\\_i46wIVAAAAABOAAAAEAI](https://www.google.com/imgres?imgurl=https%3A%2F%2Fstatic.seekingalpha.com%2Fuploads%2F2012%2F6%2F2214541_13402721112054_2.png&imgrefurl=https%3A%2F%2Fseekingalpha.com%2Farticle%2F674271-buy-mcdonalds-the-best-positioned-global-restaurant&tbid=8ANLdcpwzWK9ZM&vet=10CAsQxiAoB2oXChMIqJysy_i46wIVAAAAABOAAAAEAI..i&docid=DTG6Q0jfV4ypIM&w=549&h=542&itg=1&q=Planet%20Hollywood%20Brand%20Infographics&hl=en&ved=0CAsQxiAoB2oXChMIqJysy_i46wIVAAAAABOAAAAEAI)



### 15. Appendix E Brand Infographics: Hard Rock Café



<https://www.google.com/imgres?imgurl=https%3A%2F%2Ffrizepoint.com%2Fwp-content%2Fuploads%2F2020%2F06%2FHard-Rock-Infographic-Results.png&imgrefurl=https%3A%2F%2Ffrizepoint.com%2Fcase-studies%2Fhard-rock-hotel%2F&tbid=Uwz6cT8kmmANOM&vet=12ahUKewi7st6s37jrAhUleRoKHRVYDrYQMygoegUIARDkAQ..i&docid=qivPE6S3xBgEIM&w=407&h=485&q=Hard%20Rock%20Cafe%20Brand%20Infographics&ved=2ahUKewi7st6s37jrAhUleRoKHRVYDrYQMygoegUIARDkAQ>