PRAD 595 Final Project
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Section 1: Brand Overview and Background Research

In 1993, Steve Ellis took his learnings from the Culinary Institute of America and opened the first Chipotle Grill in San Francisco, California. The name Chipotle derives from the Nahuatl/Mexican name for a smoked, dried jalapeño chili pepper (Daszkowski, 2019). Chipotle Mexican Grills are privately owned. The purpose is to set the tone for employee culture, as well as maintain its commitment to sustainable ingredients (Daszkowski, 2019). The company has a strong reputation for its fresh, tasty, and sustainable food.

Based upon common trends and recorded demographics, Chipotle's target audience are millennials, college students, and young professionals aged 18-20 years old (Zippia, 2023). More importantly, people who enjoy cooking make the majority of their meals at home with fresh ingredients. Their main competitors include Qdoba Mexican Eats, Moe's Southwest Grill, Baja Fresh Mexican Grill, and Taco Bell (Segal, 2022). Taco Bell has continuously marketed a new dedication to better ingredients, making it one of the top competitors of Chipotle despite the fact it is a fast-food restaurant.

Strengths:
- **High-quality food:** Chipotle is known for using fresh ingredients in the preparation of their food, often promoted as "Food with Integrity" (Gupta, 2023).
- Reasonably priced
- Simple marketing

Weaknesses:
- **Over-Reliance on the US Market** – Chipotle has **2,724 restaurants** in total. Most are located in the US, with only 40 restaurants outside of the United States, including 19 in Canada, 6 locations in the UK, and others in France and Germany (Gupta, 2023).
- Limited food menu with only certain ingredients

Opportunities:
- **International Expansion:** As of 2021, there were only 44 international chipotle stores. They have an opportunity to expand to other countries (Garg, 2022).
- Expand their menu to different food items/Kid's menu
- Expand drive-through options at more locations
- Utilizing AI to improve company operations (Kelso, 2022).

Threats:
- Competing restaurants promoting freshly prepared meals with fresh ingredients
- Child Labor Laws Lawsuit (Gupta, 2023).

Section 2: Key Findings from the 2022 Chipotle Customer Survey Dataset

Our team took a data-driven, bottom-up approach to identify any findings in the dataset provided to us by Chipotle. The digital survey was conducted in 2022 and given to a convenience sample of 500 people in a single city's central park. It received over 350 responses, and an incentive in the form of a $5 generic gift card was given to participants who completed the survey. There were 12 questions in total. Using this dataset, our team uncovered insights into customer perceptions and behaviors.

Data Preparation

To clean the data, we first categorized the data formats according to text or numbers in Excel. Next, using the Excel function, we identified 2 duplicate values and removed them. We then removed any responses with missing values. This made our analysis more manageable and meaningful. In total, we removed 44 responses with missing values. We also analyzed the data set for outliers, and we found none.

Because respondents had to type their answers for Q1, we went through the responses and corrected misspelled words. Examples of misspelled words included "MacDonalds," "Chipole," and "chickfila." In total, we corrected 14 misspelled responses. Furthermore, we ensured that all responses had the correct capitalization and punctuation. Certain responses referred to the same restaurant (eg. Panera vs. Panera Bread); therefore, these answers were standardized to one name (Panera). At the end of the data cleaning process, we were left with 313 complete, error-free responses ready for analysis.

Participant Demographics

There were 313 complete responses from participants in total. The minimum age was 18, while the maximum age was 73. Additionally, the minimum annual income was $10,157 and the maximum annual income was $89,076. Further specific demographic information for these participants can be found in Figure 1.

Figure 1

Participant Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
age	313	18	73	40.29	12.230
income	313	10157	89076	41123.99	21078.031
occupation	313	1	10	3.01	2.594
education	313	1	8	4.81	1.219
Valid N (listwise)	313				

Of these 313 participants, there were 246 male (78.6%), and 67 female (21.4%) respondents. This shows that there were almost four times as many male respondents as female respondents. A percentage breakdown of gender is shown in Figure 2.

Figure 2

Gender Distribution

Gender
- F
- M

21.41%

78.59%
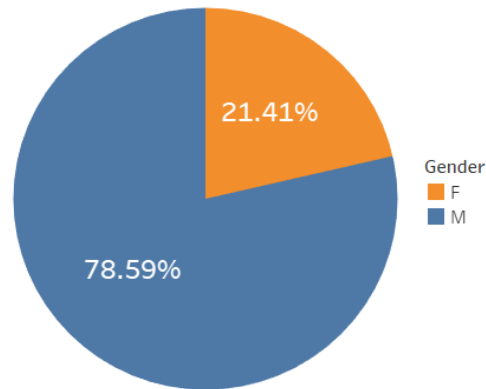
Research Findings

Age, Gender, and Education

We created various pivot tables with both demographic and non-demographic variables to determine the relationships between these factors. In Figures 3 & 4, we compared the younger age range of participants aged 18-42 (Gen Z and Millennials) to the older age range of participants aged 43+ (Gen X and older) according to their gender and their highest level of education. We found that the most dominant education level among both the younger and older demographics was a Bachelor's degree (50% and 53%, respectively.) For the younger participants, there were more female Bachelor's degree holders (63%) than the female older participants (43%). This shows that the younger female demographic is more educated at the Bachelor's level in comparison to the older female generation.

Figure 3

Gender & Highest Level of Education (Aged 18-42)

age	(Multiple Iter)								
Count of education									
Row Labels	Less than high school	High school graduate	Some college, no degree	Associate's degree	Bachelor's degree	Master's degree	Professional degree	Doctorate degree	**Grand Total**
F	0%	3%	6%	6%	63%	19%	3%	0%	100%
M	1%	5%	12%	10%	47%	21%	4%	1%	100%
Grand Total	**1%**	**5%**	**11%**	**9%**	**50%**	**20%**	**4%**	**1%**	**100%**

Figure 4

Gender & Highest Level of Education (Aged 43+)

age	(Multiple Item🔻)							
Count of education	🔻							
Row Labels 🔻	**High school graduate**	**Some college, no degree**	**Associate's degree**	**Bachelor's degree**	**Master's degree**	**Professional degree**	**Doctorate degree**	**Grand Total**
F	9%	11%	14%	43%	17%	3%	3%	100%
M	6%	11%	7%	56%	15%	4%	2%	100%
Grand Total	7%	11%	9%	53%	15%	4%	2%	100%

Gender and Willingness to Receive Emails

Next, we analyzed the variables of gender and willingness to receive emails. This data will show us if email promotional strategies are viable for gender-based targeting. As shown in Figure 5, 69 males and 19 females reported that they would be interested in receiving promotional emails.

Figure 5

Graph of Gender & Willingness to Receive Promotional Emails
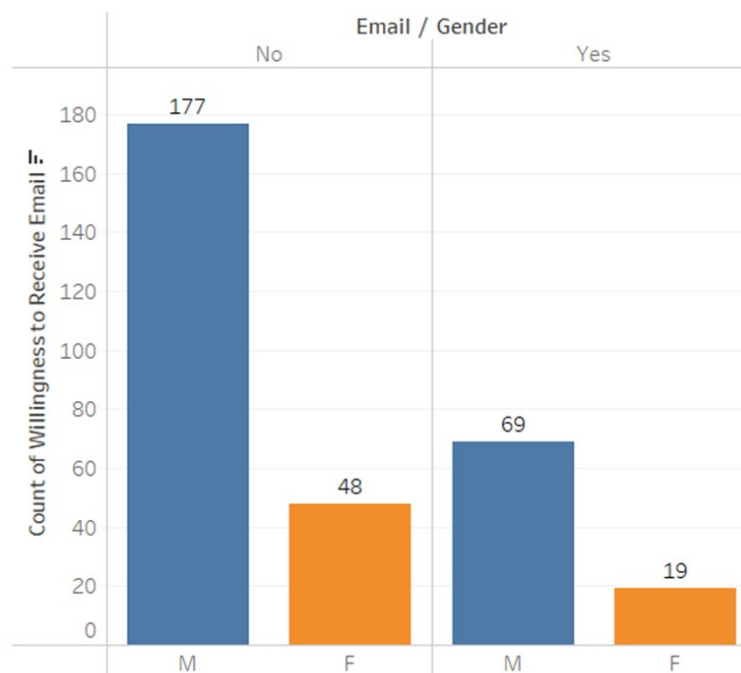
Because there are more males than females in total, we needed to change these results to percentages in order to understand which gender would be more amenable to receiving promotional emails. After calculating these percentages, we found that there is a negligible

difference (0.4%) between male and female willingness to receive emails (see Table 1 of Appendix).

### *Gender and Most Popular Restaurants*

To analyze data about Chipotle's competitors, we looked at the most frequently visited restaurants according to gender. The most frequented restaurants overall were In-N-Out, El Pollo Loco, Panera, Chipotle, and Subway (see Table 2 of Appendix). We found that more males overwhelmingly frequented In-N-Out, while more females frequented Panera and El Pollo Loco. Interestingly, we found that females frequent Chipotle almost half as much as they frequent Panera and El Pollo Loco. This shows potential room for growth with this demographic.

Perception of Chipotle's Healthiness, Taste, Variety, and Convenience

Because Chipotle is the fourth most popularly frequented restaurant by the participants, we chose to analyze the respondents who chose the top three most frequented restaurants (In-n-out, El Pollo Loco, and Panera). By looking at this data, we may ascertain why more respondents frequented these three restaurants over Chipotle. We broke down the responses according to the average perception of Chipotle's healthiness, taste, variety, and convenience score (see Figure 6).

Figure 6

Avg. Chipotle Healthy, Taste, Variety, & Convenience Score by Most Freq. Restaurant
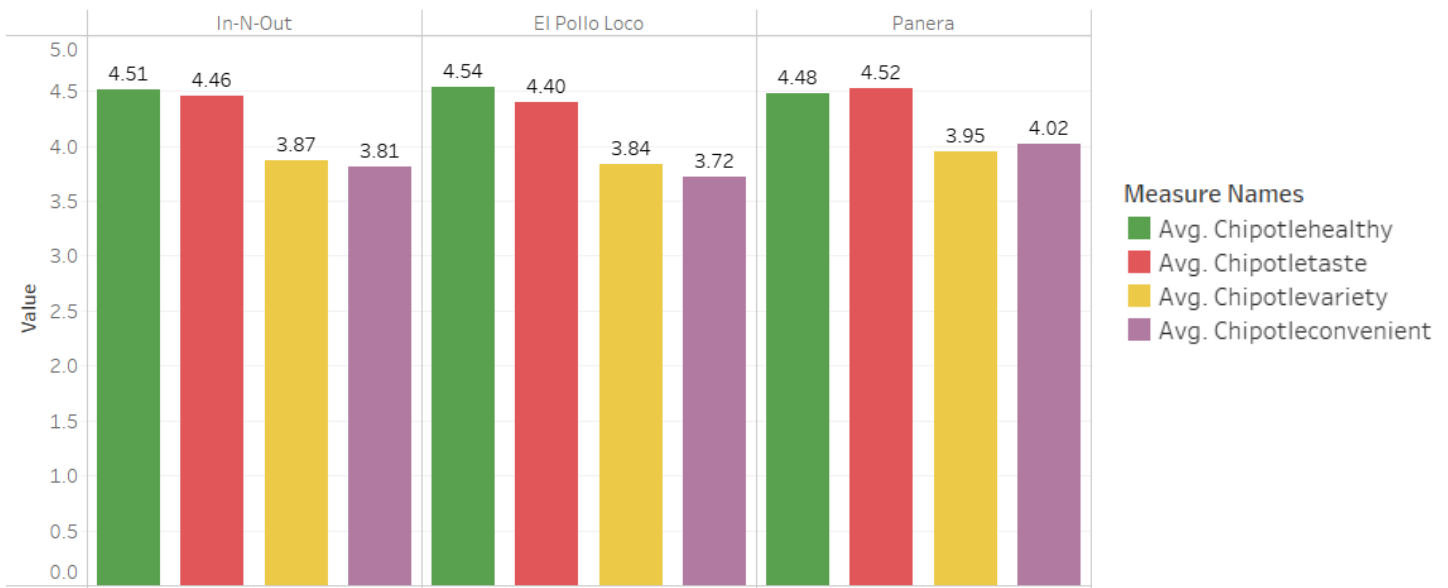
Participants who selected In-n-Out, the most frequented restaurant, reported that Chipotle was healthy and tasty, but did not have good variety (3.87) or convenience (3.81). Participants who visited the second most frequented restaurant, El Pollo Loco, reported that Chipotle was healthy (4.54) but less tasty (4.40). They also scored Chipotle the lowest on its variety (3.84) and its convenience (3.72) in comparison to other respondents who chose In-n-out or Panera.

Participants that chose Panera, the third-most frequented restaurant, rated Chipotle's tastiness (4.52) as slightly higher than its healthiness (4.48). Panera respondents also rated Chipotle's variety (3.95) as lower than its convenience (4.01).

Customer Segmentation and Targeting

Upon examining Figure 6, we were curious about the variables of taste, variety, and convenience. Because Chipotle's healthiness scores were already high, we chose to focus on the other variables to target an area of Chipotle's marketing strategy that has room for growth. We conducted a K-Means cluster analysis and generated three clusters (see Tables 3, 4, & 5 of Appendix) with the aforementioned variables and the following additional variables: age, income, and patronage.

Cluster Comparison

By analyzing these clusters, we determined that cluster 1 is not a suitable cluster for targeting because its participants are happy with Chipotle's current offerings: the mean score for each Chipotle variable is high (values above 4.00). Therefore, we chose to compare clusters 2 & 3 to determine which cluster has the best opportunity for specific promotional strategies.

Cluster 2 (see Table 4 of Appendix) was comprised of a mean age of 42.32, a mean income of $42,768, and a patronage score of 0.34. Cluster 2 reported that they thought Chipotle had very low variety (2.86), low convenience (3.23), average taste (3.49), and average healthiness (3.82). Cluster 3 was comprised of a mean age of 39.96, a mean income of $46,605, and a patronage score of 0.79. Cluster 3 (see Table 5 of Appendix) reported that they thought Chipotle had very low convenience, (2.70), average variety (3.94), good tastiness (4.52), and good healthiness (4.68).

Upon comparison of these clusters, we found that all participants are similar people in terms of age and income, but cluster 3 reports a very low evaluation of convenience and higher patronage than cluster 2. Therefore, we discovered that the participants of cluster 3 frequent Chipotle often but do not think it is convenient. Our team saw a strategic insight within this information and decided to target cluster 3.

Cluster 3 Media Usage

To determine which media channels would be most effective to target this cluster, we conducted further analysis into the data of how the participants first heard of Chipotle (see Tables 6, 7, 8, & 9 of Appendix). We found that 46.5% of this cluster heard of Chipotle through word of mouth; 18.3% heard about Chipotle through social media; 29.6% walked by Chipotle; and no participants heard about Chipotle through billboards. We can use this information to craft media channel strategies for a marketing campaign.

Section 3: Key Findings from the External, Unstructured Data Sources

For our social media analysis for Chipotle, I created a query using the name Chipotle and Mexican Grill for the last thirty days. The volume for the last thirty days, February 5, 2023, through March 6, 2023, is a total of 105K total mentions with peak times between February 9th and 10th. During this period, Chipotle experienced a 409% mention increase from the previous period.

The content sources during the thirty days were Twitter, Reddit, and News. The primary reason Chipotle had a high volume of mentions during this period is due to their quarter four earnings being released through Yahoo news. In addition, there was an assault on a woman in Philadelphia where the suspects used the victim's credit cards at Chipotle. Twitter produced 64% of the source breakdowns, and the sentiments varied. The mention volume for negative responses on Twitter was 70%, while 71% were positive. For positive sentiments over this period, peak sentiments were Saturday, February 18, volume was 284% higher than usual. However, February 18th was the only positive peak sentiment over the thirty days. During this period, there were two negative peak times, once on February 8 and again on March 3. The first peak was the day Chipotle's quarter four earnings were released. Chipotle's stocks and sales trended downwards, but the company has continued to raise its food prices. Furthermore, Chipotle's taste and consistency received negative backlash on Twitter. Chipotle Mexican Grill overall sentiments are 59% neutral, 31% negative, and 10% positive.

The emotion breakdown for Chipotle is 41% of users experience joy, another 20% experience disgust, and 19% feel sadness. Each emotion experienced a peak during this timeframe. Other emotion had peak period besides Joy. For users experiencing disgust, there were two peak periods. The first was on February 8, when there was a debate about the chicken Chipotle uses. The next peak for disgust was March 3, when users went to Twitter to express dissatisfaction with Chipotle. The next emotion is a sadness which correlates with Chipotle apologizing to users who expressed dissatisfaction with the brand.

The topic wheel included words like order, bowl, eating, order, good, and getting, as subtopics for Chipotle during this time period. The trending topics included words like Amazon, pro-union baristas, Starbucks, Taco Bell, and Boarder Mexican Grill in larger fonts due to Chipotle being a part of a series of restaurants, Starbucks and Amazon, attempting to become unionized.

The user demographics found over this time are 57% male and 43% female. The top three professions of the users are artists, executives, and journalists. The top interest is sports, family & parenting, food & drinks. The top location for these users is the United States. The online behaviors by the users were displayed most Wednesday and Thursday around 11 am and 12 pm.

Using Google Trends, we conducted search analytics over the past thirty days with all categories as the category with web search selected. After conducting this search, we found that interest for Chipotle was most done in subregions such as, Ohio, Maryland, Kansas, District of Columbia, and Minnesota. The related topics include kid's meal – food, chipotle pepper – food,

catering, guacamole, and carnitas. Other related queries include salads, chipotle rewards program, catering near me, pancheros, and chipotle bowl menu.

The topic wheel pulled from BrandWatch illustrates other topics from February 5 to March 6 that were trending alongside Chipotle and Mexican Grill (see Figure 7).

Figure 7

Feb 5 – March 6 Trending Topics Alongside Chipotle & Mexican Grill

Figure 8

Feb 5 – March 6 Words Frequently Used With Chipotle

Here is a word cloud from BrandWatch during the time frame of February 5th to March 6th that illustrate the words that were frequently used with Chipotle (see Figure 8).

Figure 9
Feb 6 – March 5 Interest in News Search for Chipotle

Interest Over Time ⓘ

Finally, above is the visualized data from Google Trends from February 6th to March 5th illustrating the interest in News Search for Chipotle during the selected timeframe. The graph correlates with peak times shown during the social media analysis.

Section 4: Summary of All Findings and Strategic Recommendations

Key Takeaways

Chipotle's strength is its focus on providing high-quality food using fresh ingredients while making it reasonably affordable for its target markets, millennials, college students, and young professionals. In addition, Chipotle uses a straightforward marketing strategy to appeal to its audiences. Through word of mouth, promoting healthy fresh foods, and "Food with Integrity," Chipotle has become a significant food chain since its first debut in 1993. However, although Chipotle has grown substantially with more than 2000 stores worldwide, a weakness for Chipotle is its reliance on its US market and limited food menu with only certain ingredients.

As we conducted the social media analysis in part three, Chipotle's strengths and weaknesses were confirmed in the social media analysis. The timeframe chosen to analyze was February 6, 2023, through March 5, 2023. During that timeframe, Chipotle's mentions skyrocketed due to their quarter four earnings being published. After measuring the volume, sentiment, emotions, and content sources, we learned that Chipotle's quarter four earnings were much less than expected, which caused a surge in mentions and users expressing dissatisfaction with the brand and its ingredients.

Finally, the survey analysis revealed that more men frequented Chipotle than women nearly four times. We also measured the education of those who frequented Chipotle and found that the dominant education level between younger and older participants was a Bachelor's. The distinction with age is that younger female participants between 18 and 42 held bachelor's degrees. Next, the survey analysis revealed no difference between gender who would like to

receive promotional emails. Finally, the data showed Panera, In-n-Out Burger, and El Pollo Loco were frequented more by participants than by Chipotle.

After researching Chipotle, we identified the brand's strengths and weaknesses, conducting a social media and survey analysis. Next, we began segmenting by conducting a K-means analysis based on Chipotle's taste, variety, and convenience. Of the three clusters, we found that cluster 3 holds the best opportunity for Chipotle to target. The data led us to three takeaways; Gender Disparity, Investment into a PR/Marketing strategy beyond simple marketing to shape the brand's perception, and better and more convenient packaging.

The survey analysis and social media research illustrates that men are likelier to frequent Chipotle than women. Chipotle aims to target millennials, college students, and young professionals. We found that young female participants ages 18-42 in the survey analysis held bachelor's degrees, yet many of the clients that frequented and showed interest in Chipotle were predominantly men.

We also found that Chipotle's perception of healthiness, tastiness and variety differed. In addition, the social media analysis provided insight into the sentiments and emotions of Chipotle's customer base, and what we determined is that customers view Chipotle's brand as inconsistent. For example, participants in our targeted cluster 3 said average variety, good taste, and good healthiness. Furthermore, users took their frustrations with the brand that each time they visit a Chipotle franchise, their experience is different.

Lastly, we found that the locations for Chipotle could be more convenient for its customers. Participants in cluster 3 rated Chipotle as "low convenience." The social media analysis also confirmed that customers are dissatisfied with Chipotle's inconvenient packaging.

Recommendations

We have composed three recommendations that might help Chipotle's brand from the key takeaways. The first recommendation is developing a marketing strategy in support of women to attract and retain women customers. Based on the survey analysis, Chipotle's audience is more male than female. In addition, the social media analysis confirmed that men had more engagement and were mentioned with Chipotle. Furthermore, if Chipotle's targeted demographic are millennials, college students, and young professionals, research suggests young women ages 18-42 were more educated, having at least their bachelor's degree. The second recommendation is for Chipotle to invest in a public relations and marketing strategy beyond word of mouth and social media. The brand must reshape its health, tastiness, and variety perception to create consistency for customers. It appears consumers have forgotten Chipotle's "Food with Integrity" mission. Finally, we recommend Chipotle look at its packaging to ensure it is more convenient for customers for takeout.

Promotional Ideas

Our promotional ideas stemmed from cluster 3's media usage information. 46.5% of this cluster heard of Chipotle through word of mouth; 18.3% heard about Chipotle through social media; 29.6% walked by Chipotle. Since there is an opportunity to grow sales and draw attention to the percentage of people who are introduced to Chipotle just by walking by the restaurant, we would recommend using print ads for our promotion ideas. We could put up print ads outside and inside of Chipotle stores advertising convenient packaging for to-go orders. Chipotle has bridged the gap between fast food pricing and casual sit-down restaurants. Even though Chipotle can be ordered to go, the packaging for sit-in and to-go orders are the same.

Since we want to increase the number of female customers, we suggest the print ads include more female representation and provide promotional deals for certain holidays and significant dates involving women (International Women's Day, Breast Cancer Awareness Month, Mother's Day, etc.). It is proven that ads that positively and continuously portray women can influence customer attitudes (Benson, 2021). We would also want to promote in locations that women frequent, like nail salons, yoga studios, and locations where visitation of women is high.

Section 5: Limitations, Future Research, and Conclusion

Although both our survey analysis and social media research produced significant, meaningful findings, there were certain limitations that may have influenced the results of this study. For the survey data findings, there were a few limitations related to sampling methods and completeness. Because the survey used a convenience sample of 500 people in a city's central park, the sample composition is not completely representative of the total consumer population. Also, some responses were only partially filled out. Our team chose to remove these incomplete responses in the data cleaning process. Therefore, the opinions of a handful of customers were deleted from the data analysis. There were also certain limitations of the survey design itself: there was no gender option for non-binary folk, and question #1 used a text box, which allowed for human error and may have increased survey fatigue.

For the social media research, there were limitations brought on by the effectiveness of Artificial Intelligence (AI) semantic analysis and recent news about Chipotle. Firstly, AI semantic analysis is not a foolproof method of analyzing human sentiment. Although technology is quickly evolving, the machine features of semantic analysis can sometimes produce inaccurate results. For example, if someone uses sarcasm on Twitter, the AI semantic analysis may not pick that sarcasm up and will view the post as negative in sentiment. Secondly, there was a recent public relations crisis for Chipotle when a woman was assaulted and her credit cards were used at Chipotle. This news event may have taken over the social media discourse which could have influenced results.

For future research on this subject, we recommend conducting a larger survey with a survey design that is more intuitive and has more gender options. This will produce more accurate and detailed results. Additionally, future research may benefit from analyzing external data sources from a time period when Chipotle was not experiencing a public relations crisis. In turn, the data may be more indicative of what consumers think of Chipotle on a normal, day-to-day basis.

By analyzing the survey data and external, unstructured data sources, our research found that: (1) there is a gender disparity of more males than females in Chipotle's consumer base, and (2) customers are looking for a more convenient experience at Chipotle. Based on these insights, our team crafted strategic recommendations to expand Chipotle's female customer base and implement features to improve to-go packaging convenience.

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Appendix

Table 1

Percentage of Gender & Willingness to Receive Promotional Emails

Willingness to receive promotional emails Row Labels	Column Labels No	Yes	Grand Total
F	71.6%	28.4%	100.0%
M	72.0%	28.0%	100.0%
Grand Total	71.9%	28.1%	100.0%

Table 2

Gender & Most Frequently Visited Restaurant

Count of gender Most Frequently Visited Restaurant	F	M	Grand Total
In-n-out	8	60	68
El Pollo Loco	12	38	50
Panera	13	29	42
Chipotle	6	33	39
Subway	7	30	37
Chick-Fil-A	5	20	25
KFC	5	17	22
McDonalds	5	8	13
Arby's	2	1	3
Jason's Deli	1	1	2
Starbucks	1	1	2
Wendy's	1	1	2
Applebee's		1	1
Burger King		1	1
Eppies		1	1
Outback		1	1
Pizza express		1	1
Pizza Hut	1		1
Taco Bell		1	1
The Market		1	1
Grand Total	67	246	313

Table 3

Cluster 1 Descriptive Statistics

Descriptive Statistics[a]

	N	Minimum	Maximum	Mean	Std. Deviation
chipotleconvenient	152	4	6	4.64	.509
chipotlevariety	152	2	5	4.34	.772
chipotlehealthy	152	3	5	4.74	.485
chipotletaste	152	4	5	4.82	.389
patronage	152	0	4	.26	.793
age	152	18	69	39.24	12.177
income	152	10157	89022	37589.95	20108.554
Valid N (listwise)	152				

a. Cluster Number of Case = 1

Table 4

Cluster 2 Descriptive Statistics

Descriptive Statistics[a]

	N	Minimum	Maximum	Mean	Std. Deviation
chipotleconvenient	90	2	5	3.23	.765
chipotlevariety	90	2	4	2.86	.487
chipotlehealthy	90	2	5	3.82	.815
chipotletaste	90	2	5	3.49	.585
patronage	90	0	4	.34	.889
age	90	18	69	42.32	12.251
income	90	11046	88962	42768.61	23074.115
Valid N (listwise)	90				

a. Cluster Number of Case = 2

Table 5

Cluster 3 Descriptive Statistics

Descriptive Statistics[a]

	N	Minimum	Maximum	Mean	Std. Deviation
chipotleconvenient	71	1	3	2.70	.595
chipotlevariety	71	3	5	3.94	.674
chipotlehealthy	71	3	6	4.68	.555
chipotletaste	71	3	5	4.52	.606
patronage	71	0	6	.79	1.492
age	71	18	73	39.96	12.175
income	71	20022	89076	46605.08	19235.097
Valid N (listwise)	71				

a. Cluster Number of Case = 3

Table 6

Cluster 3's "Word of Mouth"

wom[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	38	53.5	53.5	53.5
	1	33	46.5	46.5	100.0
	Total	71	100.0	100.0	

a. Cluster Number of Case = 3

Table 7

Cluster 3's "Social Media"

sm[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	58	81.7	81.7	81.7
	1	13	18.3	18.3	100.0
	Total	71	100.0	100.0	

a. Cluster Number of Case = 3

Table 8

Cluster 3's "Walked by"

walk[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	50	70.4	70.4	70.4
	1	21	29.6	29.6	100.0
	Total	71	100.0	100.0	

a. Cluster Number of Case = 3

Table 9

Cluster 3's "Billboard"

billboard[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	71	100.0	100.0	100.0

a. Cluster Number of Case = 3