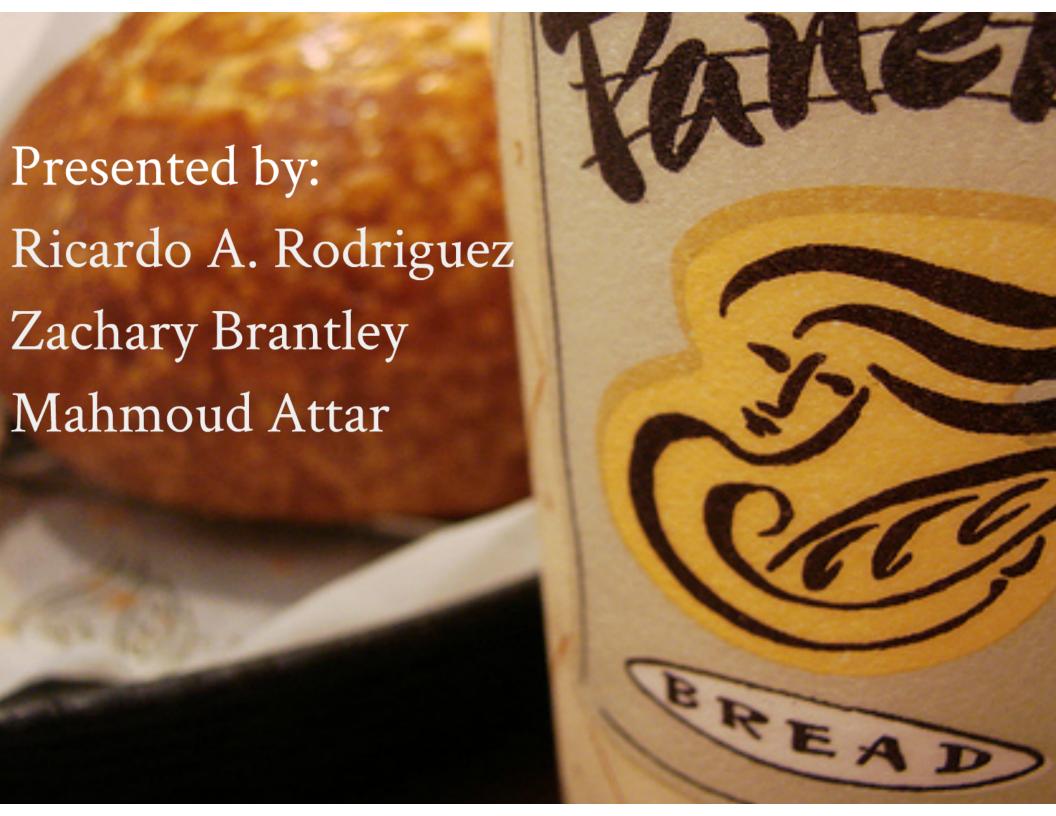


## The Case Solutions.com



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#### **Key Success Factors**

#### **Driving Forces**

- · Growing buyer preferences for differentiated products
- Changes in the industry's long-term growth rate
- Emerging new internet capabilities and applications/marketing innovation
- . Changing societal concerns, attitudes, and lifestyles

#### Porter's Five Forces



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Issues

Rise of Debt to Equity Ratio

High cost of franchises

Not enough customers coming in during dinner hours

## High cost of franchises

- Experience as a multi-unit restaurant operator.
- Net worth of \$7.5 million and liquid assets of \$3 million.
- Franchise agreements required developer to open
  15 bakery-cafes in a period of six years.
- As of 2011, initial investment for a franchised Panera Bread Bakery-Café ranged between \$817,500 and \$2,215,500, plus real estate and related costs.

## Company History

- In 1981, Louis Kane and Ron Shaich founded Au Bon Pain.
- In 1993, Au Bon Pain Co. purchased Saint Louis Bread Company.
- In 1994, Ron Shaich and a team of managers traveled the country to study the market for fast food and quick-service
- Market research determined that many fast-food patrons could be attracted to a higher-quality quick-dining experience (fast-
- The vision was to create a specialty upscale café with quick-service menu selections. The Saint Louis Bread locations changed their menu and started providing a dining atmosphere
- In 1997, Saint Louis Bread cafés were renamed Panera Bread.
- As of 2010, the Panera Bread Company operated 1,493 bakery-cafés nationwide and has revenues of \$1.5 billion.

### Not enough customers coming in during dinner hours

Panera's research shows that people who dined frequently at Panera only did so for one part of the day.

Company's SWOT Analysis				
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#### Recommendation: Pros

#### Recommendation: Cons

#### Action Plan

#### Results of following the Action Plan

Increased menu will bring more customers in during dinner hours. This will bridge the gap of competition between Paners Bread and full-service restaurants during dinner hours and increase the overall profitability of the organization.