

Chipotle Mexican Grill Harvard Case Solution & Analysis



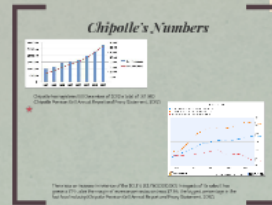
"Food With Integrity"



Chipotle Mexican Grill Harvard Case Solution & Analysis



"Food With Integrity"





Brief Overview



Headquarters: Denver, Colorado

Number of Locations: 1,410 (2012)

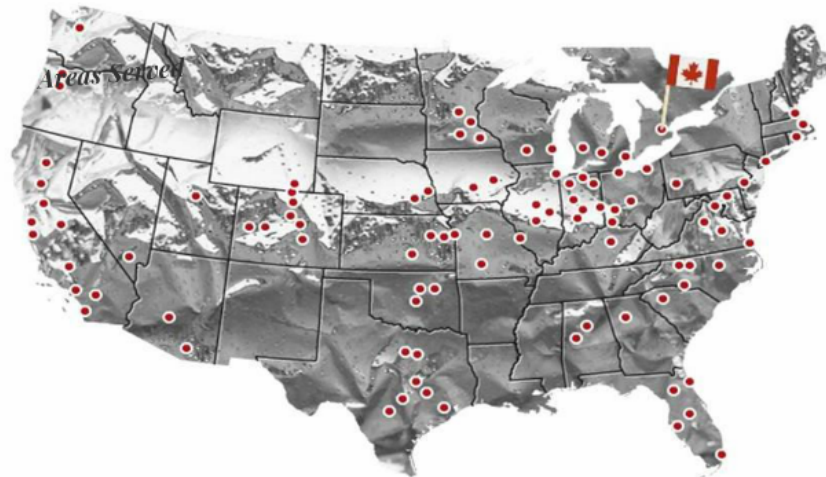
Areas Served: United States (38 States), Canada (Toronto, Ontario) and England (London)

Number of Employees: 37,310 (2012)



RESTAURANTS

LOCATIONS DESIGN ART MUSIC GREEN





Top Management Team

Steve Ellis: Founder, Chairman & Co-CEO

Montgomery F. Moran: Co-CEO

John R. Hartung: Chief Financial Officer

Robert Blessing: Chief Development Officer

Mark Crumpacker: Chief Marketing Officer





Where is Chipotle going?

- 1993- First Chipotle opened in Denver, CO., is founded by Steve Ells.
- 1996- Opened five more Denver area restaurants and McDonald's enters the picture, purely as an investment partner.
- 1999- First Chipotle's opened outside of Colorado: Minneapolis, MN and Columbus, OH.
- 2000 & 2002- Started serving naturally raised pork and chicken, now 100% of pork and chicken is naturally raised.
- 2006- McDonald's says goodbye to Chipotle. Chipotle goes public on New York Stock Exchange (NYSE).
- 2007- Over 60% of our beef is naturally raised. As of 2010 85% of beef is naturally raised.
- 2013- The company revealed that it had opened its first fast-food pizza chain in Denver.





CHIPOTLE

MEXICAN GRILL

Mission and Vision Statement

What is FOOD WITH INTEGRITY?

- ★ Sustainably raised food.
- ★ Support and sustain family farmers who respect the land and the animals.
- ★ Meat without the use of antibiotics or added hormones.
- ★ CMG sources organic and local produce when practical.



FOOD WITH INTEGRITY™



According to Pelland (2009), a good vision and mission statement must communicate the message that tells the world who you are and what you stand for.

Strategic Architecture



Mission and Vision



Chipotle strives to use meat and dairy from animals that are fed vegetarian diets and grown without the added use of hormones, antibiotics, and chemicals and use organic and local produce whenever practical (Gareth and George, 2011).

Core Competencies

- ★ High quality products and healthy ingredients (Food With Integrity)
- ★ Fast-casual dining experience with a friendly environment
- ★ Affordable prices
- ★ Serve alcohol
- ★ Organizational culture

BURRITOS, TACOS & SALADS		WHAT GOES INSIDE
BURRITO	CHICKEN 5.95	CILANTRO-LIME RICE
BOWL	STEAK 6.25	BLACK OR PINTO BEANS
TACOS	CARNITAS 6.25	SALSA
SALAD	BARBACOA 6.25	CHEESE OR SOUR CREAM
	VEGETARIAN 5.95	GUACAMOLE (ADD 1.75)

