

**HOWARD
JOHNSONS**
Brand Strategy Book

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01



A Mid-Century Franchise

It all began with a very small, family-owned pharmacy and soda fountain in Massachusetts in the early 1920s which the Johnson family grew into a very thriving business and eventually, by mid-century, into the first franchise family restaurant. Howard Deering Johnson served homemade ice cream made with a higher butter fat content which resulted in more flavor which would later develop into what later became his trademark 28 flavors. To test the waters, Johnson then opened several beach concessions followed by a full-service sit down restaurant. Some of his signature items for which the restaurants would soon become famous for included baked beans, frankfurters, chicken pot pies, clams, and of course his famous creamy ice cream. It was from there that Johnson opened his first franchised restaurant.

By 1939 the number of locations reached 107. Soon there were Howard Johnson's all along the Eastern Seaboard. Sales quickly reached \$10 million, with 10,000 employees in 170 restaurants serving over 1.5 million people every year. The orange roof, blue cupola eventually were instrumental in branding the restaurants for travelers. Due to the effects of World War Two the number of restaurants dwindled to 200 and by the mid 1940s there were only twelve Howard Johnson restaurants that remain opened. Johnson began again to rebuild his empire expanding out to the Southeast as well as the Midwest and eventually opening his first hotel in Georgia. It was in the late

1905s that Johnson's then twenty six year old son took over the company. By 1961 the company went public with some 605 restaurants and 88 Motor lodges that spanned more than 32 states and all the way to the Bahamas.

Top chefs Pierre Franey and Jacques Pepin are hired to head up the food development for the entire company. The two chefs developed certain dishes that could then be flash frozen for easy distribution across the country to all the franchises in effort to assure continuity.

The company's demise began with several unfortunate events which occurred in the early 1970s damaging the chain's reputation including arson that killed six in New Orleans, more killings occurred along with a Black Panther siege and sniper attack in Virginia; as well as the raping of celebrity Connie Francis in a NY Howard Johnson's Motor lodge. Additionally the company strained under the oil embargo of the 70s which diminished leisure car trips.

By 1979 Johnson sold 1,040 restaurants and 520 Motor lodges. By the late 80s Marriott acquired the remaining franchisees. Sadly, by 1990 operations ceased. In 2006 another effort was made by Wyndham Worldwide to preserve the remaining franchise. By then only the lodges remained. 2014 New efforts to revitalize the restaurants; three opened in Lake George area. Sadly, by the year 2015 there was only one remaining Howard Johnson's restaurant with a sign which reads "Last One Standing."

1925 | Howard Deering Johnson opens pharmacy and soda fountain in Massachusetts.

1936 | 39 more restaurants open.

1944 | 12 Howard Johnson's remain open due to the effects of the war.

1959 | Johnson's 26 year old son takes over company.

1961 | Howard Johnson's goes public with 605 restaurants and 88 Motor lodges in 32 states.

1974 | Company strains under the oil embargo.

2006 | Wyndham Worldwide to preserve the franchise.



1932 | Opens first franchise.

1939 | 107 Howard Johnson's on the Eastern Seaboard.

1947 | Johnson expands to the Southeast and Midwest.

1954 | There are 400 restaurants in 32 states.

1971 | Unfortunate events occur which damage the chains reputation.

1986 | Marriott acquires all chains.

2014 | Effort made to revitalize and reopen the restaurants.



Direct Competitors

Carrabba's
 Outback
 Applebee's
 Red Lobster
 Macaroni Grill
 Olive Garden
 Cheesecake Factory
 Chili's
 California Kitchen
 Cracker Barrel



Ancillary Competitors

Panera
Chipotle
Starbuck's
McDonald's
KFC
Wendy's



Future Competitors

- Exhilarate
- X2
- Everly
- Yerba Mate
- Bazi
- Chia Energy
- Nooma
- Guayaki
- Neo
- ThinQ
- Jus
- Sambazon
- Runa
- Herbal Magic
- Clean Energy
- Ginseng
- Bubble Tea

Research Findings

Brand Soul

Howard Johnson was a keen innovator offering food, desserts, soft drinks, cocktails, and a clean place to lodge. The heart of the brand looked to focused on keeping up with current and future trends in lifestyles.

New Brand Mission Statement

Reinvigorating people through products and services designed to replenish the energy needed to sustain evolving and ever demanding lifestyles.

Audience Profiles

Through storytelling a composite persona can be developed to define a potential audience.



Marina

Marina is 26 has two children and works two jobs with a total income of 55k. She scrambles each day to pick the kids up from school, get them washed, fed, and helps them to get homework done before she runs out to her night job. When the weekend arrives she juggles play dates and catches up on facebook. Marina always wakes up tired and in a hurry all the time. She tries hard to eat healthy but is not a fanatic about it. Her hectic lifestyle challenges that. She grabs a cup of coffee and a muffin in the morning, usually just has a salad for lunch with an iced tea, and takes a 5-hour energy shot around 3 p.m.



Brit

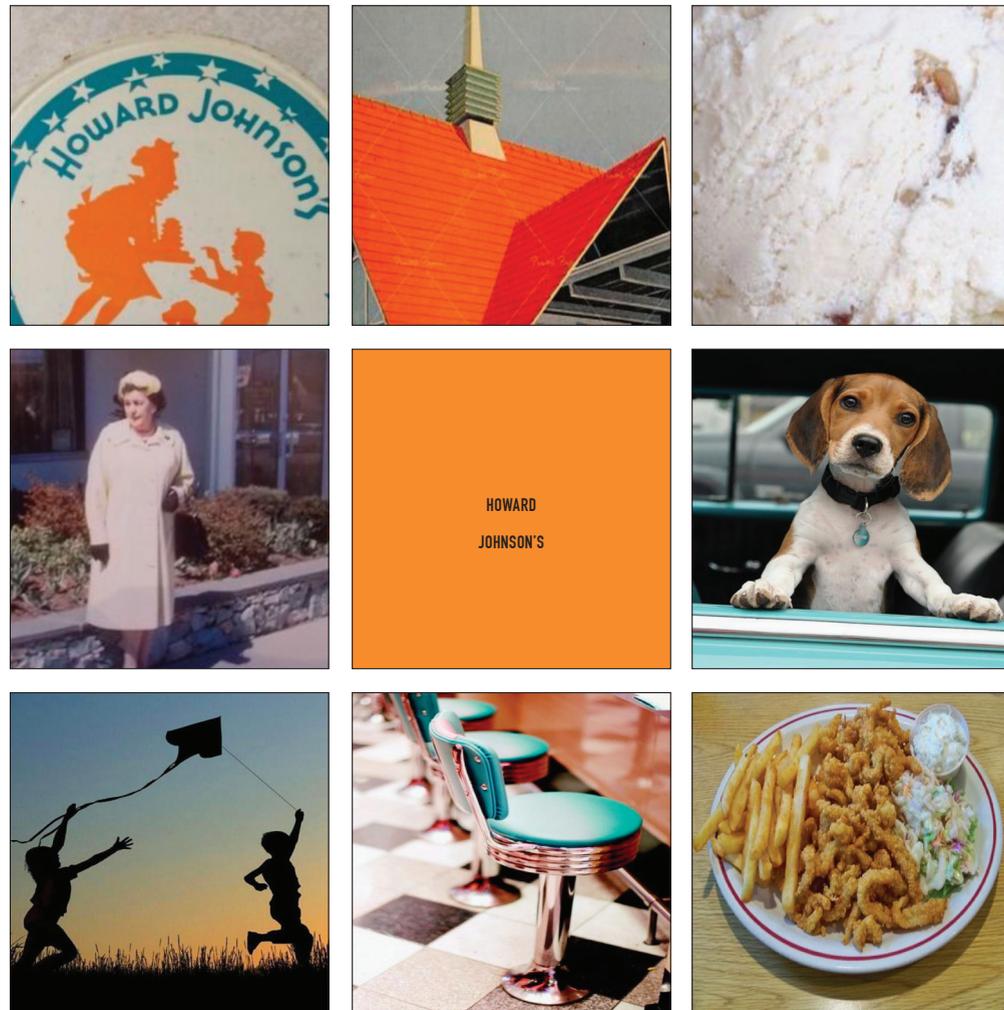
Brit is married and has two teenagers. She really enjoys going outdoors with her husband for fresh-air activities and going on weekend get-a ways any chance they get. Brit is also a big facebook fan and is constantly posting or checking posts. She earns 42k with pay and tips as a bartender at a local sports bar. She is happy with her job because she can work nights and still be home for the kids in the day. Since the kids are getting older Brit and her husband are able to enjoy their active lifestyle more and more. She has to get up early for the kids and stay up late for work so sleep is not a luxury right now. She's not the best at eating healthy but she does try. Her day starts her day with two cups of coffee in the morning, no breakfast, usually grabs lunch out with the girls and then will make supper for the family and then run out to work where she'll pick on french fries and whatever else looks good. She doesn't smoke cigarettes but she does like to have her cocktails.



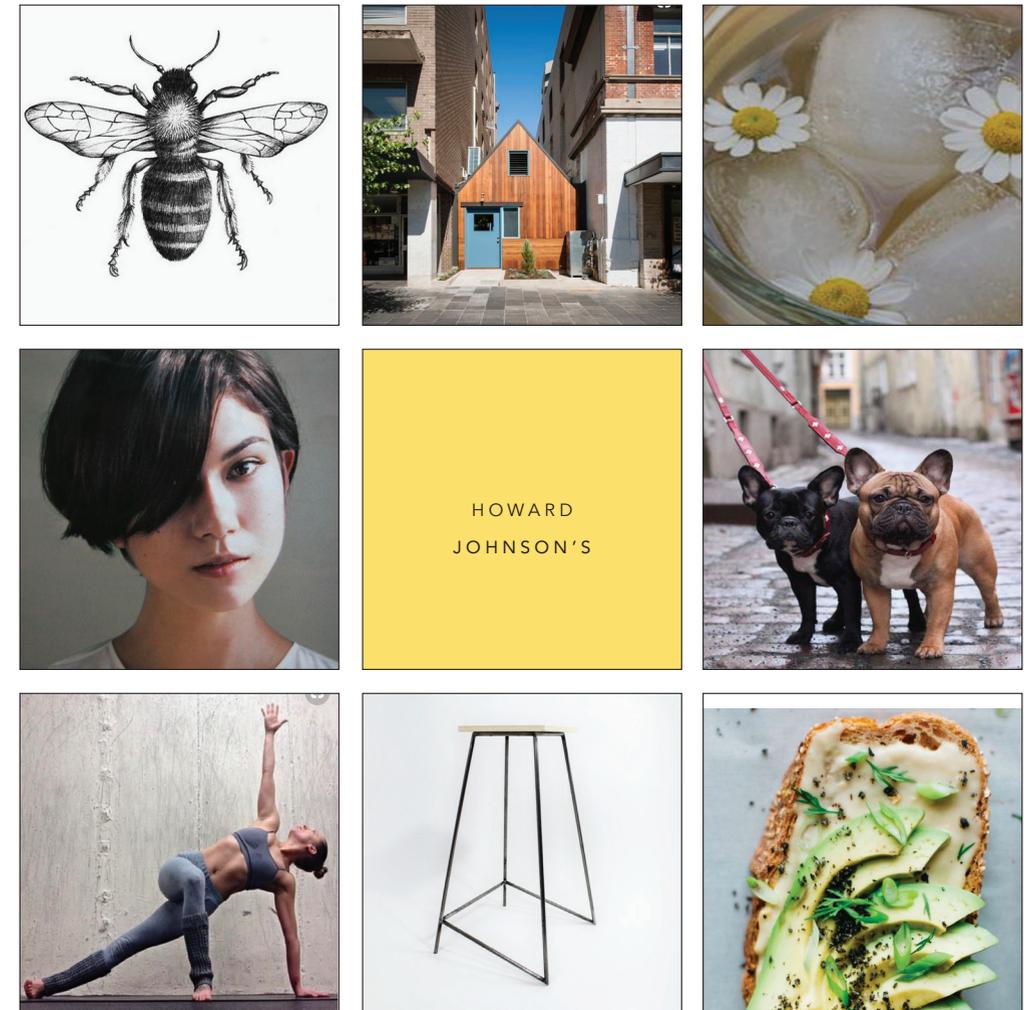
Shannon

Shannon is a 34 year executive earning 65k. She is single, enjoys yoga and working out at the gym, going on facebook and instagram, is a vegan and is passionate about cooking. She likes to hit the ground running whether she is working or playing. She travels as often as she can. Her expansive network of friends keeps her socially engaged. She drinks coffee in the morning with almond milk, and looks for a healthy lifestyle but is not really a health snob. She likes her energy drinks and looks for any product that affords an energy boost.

Current



Re-Imagined



Keywords

Refreshing

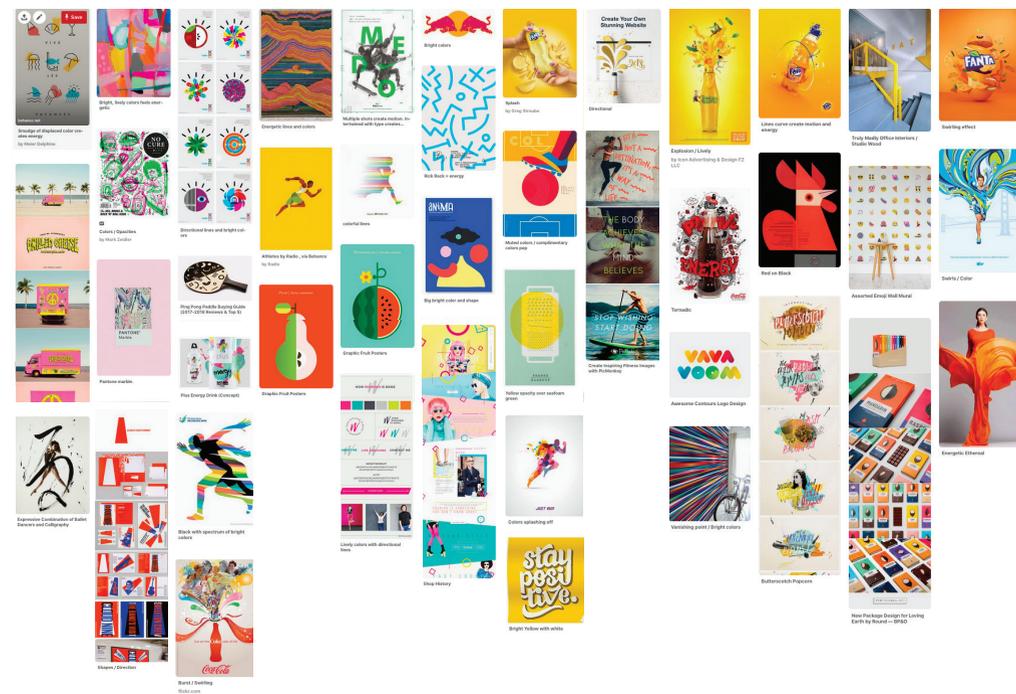
Give new strength, stimulate

Essential

Absolutely necessary or important

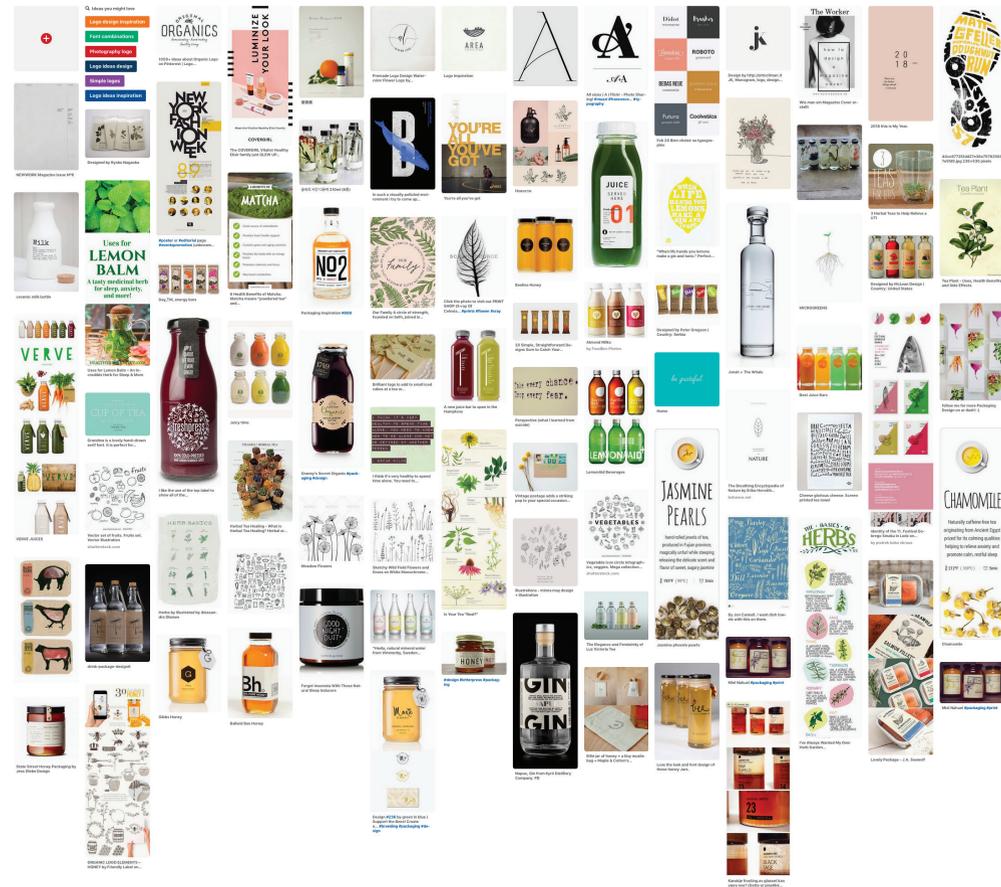
Vital

Full of life and energy



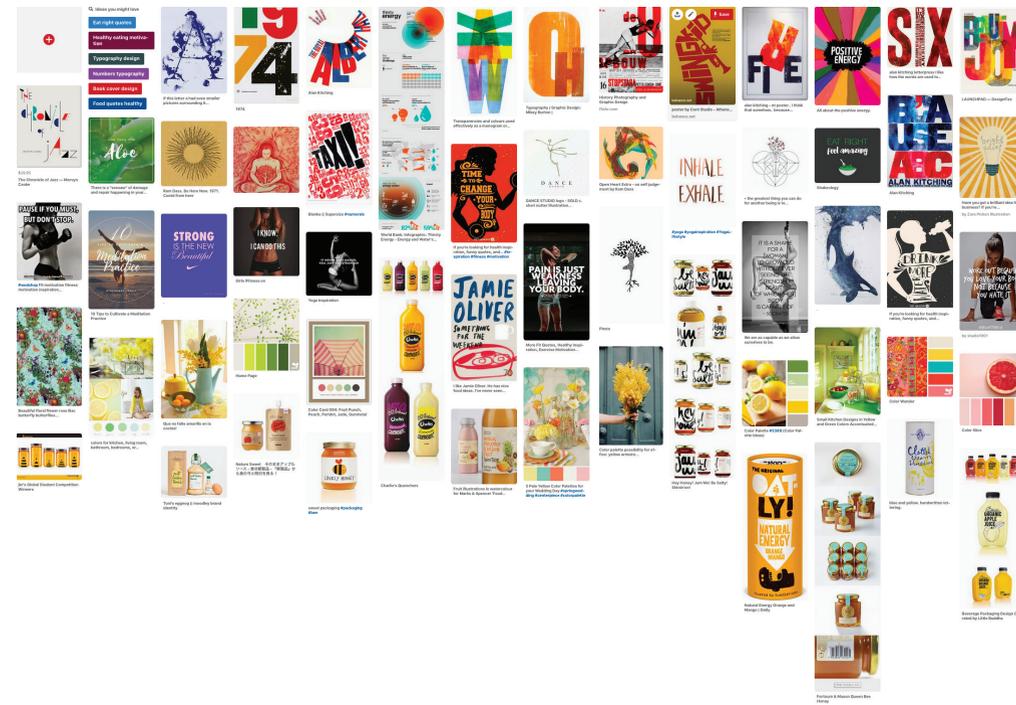
Keywords

Refreshing; give new strength, stimulate



Keywords

Essential; absolutely necessary



Keywords

Vital; full of life and energy



Current

VALUES

Passionate about meeting the needs of customers by providing a consistent and valued experience through their products and services.

CURRENT AUDIENCE

Families, business men/women.

CURRENT PRODUCTS

Food, ice cream, lodging.

NEW BRAND MISSION

Reinvigorating people through products designed to replenish the energy needs for ever active lifestyles.

Repositioning

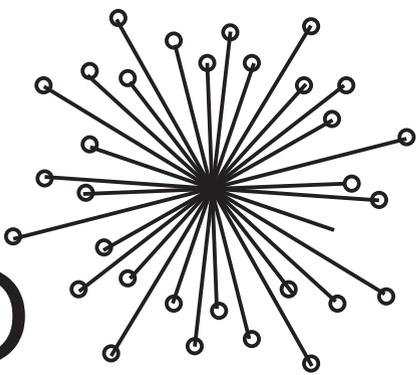
NEW TARGET

Howard Johnson company was a keen innovator offering customers a clean and comfortable place to lodge, homemade ice cream, hearty meals. The revitalization of the Howard Johnson company will seek to expand into new product extensions aimed to reinvigorate and replenish today's over-achievers. The inaugural product will be the creation of an all natural energy drink that will be targeted toward women ages 18-34.

REPOSITIONING STATEMENT

Create an energy drink that targets the active lifestyles of today's women's.

HOWARD
JOHNSON'S



Logo Ideation

