IT'S NOT JUST GOOD - IT'S SONIC GOOD!

CASE STUDY

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EXECUTIVE SUMMARY:

Sonic Drive-in is the largest drive-in restaurant chain in the United States. Its slogan is “America's Drive-In,” and it ensures fast service to its customers by roller-skating carhops and unique menu items that cannot be found at any other fast food joint. Sonic Drive-in operates in more than 25 states which is smaller in number than other leading fast food chains but still it can be considered as a significant competitor. It was found in 1953 by Troy Smith and Charlie Pappe in Shawnee Oklahoma as a single root beer stand which has become a popular franchise now. In 1973, Sonic restructures itself as a franchise company and later came to be known as Sonic Corporation. This happened because the company experienced financial decline due to the lack of consistency from its franchisees so they were bought out by Sonic Corporation and restructured. Further, in the year 1995, Sonic came out with a multi-layered strategy to unify the company in terms of consistent menu, brand identity, products, services and packaging and named this strategy as “Sonic 2000”. This campaign proved to be successful for Sonic and its brand recognition increased. The strengths of Sonic Drive-in include flexible strategies, strong competitive natures and good employee and franchisor relationships. On the other hand, the weaknesses include lack of domestic expansion and communication. Sonic faces the threat of employee turnover, weak economy, competitive rivalries, slow growth markers and overseas expansion. These threats can be overcome by grabbing the opportunities such as new investment options, global expansion and increase in the number of target customers. Sonic should also concentrate on low cost strategy and focus on niche markets such as healthy food options. The future plans of Sonic Drive-in include expanding its franchises in to the upper Mid-West and North West regions of the United States. Within these areas, they want to capture twenty per cent of the market and raise the brand awareness up to forty percent within the target market. They would also like to increase their advertising in the spring season which will lead to peak advertising in the summer months of June, July and August. The advertising mix will consist of a combination of Television, Radio, Outdoor (Billboard) and Online (Social media).
BRAND HISTORY:
Sonic Corporation began in 1953 as a single root beer stand “Top Hat” in Shawnee, Oklahoma founded by Troy Smith who was joined by Charlie Pappe in 1956. Sonic serving the entire menu all day in nearly 3,600 units in 42 states, a made to order Fast Food Company now dubbed "America's Drive-In" serves 1 million people daily. Troy Smith Sonic founder built simple and powerful principle and he believed "that an owner would take better care of customers and the facilities than an employee." (Scott n.d.) Eventually the owner of the stand Troy Smith added an intercom system and carhops in order to differentiate his business from the competition. The innovative ideas helped propel Sonic Corp, to become the Nation’s largest chain of drive-in restaurants. With its unique features, the franchise became an instant hit with the customers. The partners started receiving requests from other businessmen to open their own Sonic Drive-ins. By 1973, Sonic restructured itself as a franchise company under the name of Sonic Industries, Inc. This company included ten key franchise owners who served as officer and directors of the new company. Sonic faced problems related to loose franchise leadership and inconsistency in the year 1984. With the introduction of new strategies and measures by Cliff Hudson, CEO who joined in 1984, Sonic started growing again and built its 1,000th restaurant in 1987. This growth trend continued even in 1990s. It went public in 1991, and raised $52 million in its initial public offering. They also recruited personnel from their competitors and aimed at reducing costs and increase efficiencies in the company. In the year 1993, Sonic’s market value was estimated at $200 million.
and it became the fifth largest hamburger chain in the United States and the top drive-in restaurant chain. Soon, Sonic began to face competition from other companies like McDonalds and Burger King who were very well established in the industry. With the introduction of “Sonic 2000” strategy, the company began to develop the brand as never before. The new advertising strategy focused on the signature carhops and menu offerings that made it distinct from other fast food joints. This strategy also helped in reducing operational costs as it introduced standardized menu all across its restaurants. They also renovated their restaurants with a new look that featured "futuristic red pylons with fiber-optic lights, oval roofs, and a new logo." (Scott McLain 1997) With all these things happening, Sonic was leading all other fast food joints including McDonalds. Customer started associating themselves with the brand Sonic and the business grew. Sonic also ventured into globalization by opening its first international restaurant in Monterrey, Mexico in the year 2001.

MARKETING OBJECTIVES:

1. Expand franchises into the upper Mid-West and North West regions of the United States and increase Sonic’s overall sales.
2. Capture at least 20% of the market in the above mentioned regions.
3. Distinguish Sonic from its competitors mainly the drive-in fast food chains and to increase brand awareness from 15%.
MARKET ANALYSIS:

The foodservice industry is a highly competitive business especially in the United States, with many competitors competing on prices, services, locations and food quality. The “Quick Serve industry” includes every type of food service and it remains under constant pressure in the current economic downturn, which may have negative effects on consumer preferences, disposable income, traffic patterns, demographics and the nutritional content.

In the last year, the best fast food chains in the nation reached $115 billion in sales and quick service hamburger chain reached $174 billion. Among these players, McDonalds still holds the position of market leader as top fast food hamburger chains in the U.S. Sonic also faces competition from restaurants offering alternatives to hamburgers such as pizzas. The Unique Selling Point for Sonic is its signature food times along with quality service and unique features such as carhops, made-to-order food and drive-in experience. National Restaurant Association (NRA) states that there are approximately 935,000 restaurants and food-service outlets in the U.S.

In this section, we will briefly analyze the three top competitors of Sonic in terms of market share and advertising spending. McDonalds hold the position of the market leader with 49.5 percent of the total market share. It also has the title of the most recognizable brand and logo. It spends around $1 billion on its advertising in the year 2011. Followed next, is Burger King with a market share of 13.3 percent. It is...
YOU DON'T WANT TO SEE THE AFTER
widely popular for their slogan “Have it your way”, and their whopper sandwich. In the same year, as compared to McDonalds, it spent $304 million on advertising. Lastly Wendy’s hold 12.8 percent of the market share and spent around $287 million on its advertising.

PRODUCT ANALYSIS:
Sonic mainly caters to the hamburger segment of the fast food joins. The products of Sonic mainly consists of classic fast food items such as burgers and french fries along with other side items like onion rings, hot dogs and corn dogs. Sonic also serves breakfast items such as Breakfast Toaster sandwiches which is made with Texas toast instead of the typical bun, Cheddar peppers and new Flatmelts. Instead of soft drinks, it also offers many varieties in the drink category such as slushes and milkshakes. Customers have the option to combine various drinks and flavors to create thousands of possible drink combinations. The desserts menu includes sundaes and banana splits. The company publishes nutritional information on its products which is present on its corporate website.

Sales are usually lower during the months of December, January and February as compared to other months because of the lower temperatures which tend to reduce customer visits to drive-ins.

CONSUMER ANALYSIS:
The consumer segment of Sonic is divided into three categories. Firstly, the consumer segment is based on demographics and includes adults of the age-group 18-54 and working individuals. This group also includes graduates. The second category of consumers includes individuals with household income of $45,000 or more with a family size of more than 4 members. Based on the media usage, the consumers can be classified as light television viewers, heavy magazine readers, light newspaper readers and heavy internet users.
As mentioned above, one of the objectives of Sonic is to expand into Mid-West and North West regions of the United States which mainly consists of African-American Population. Within this population, Sonic will mainly target the women segment of age group 18-34. Sonic aims to attract a broader target market with specific needs. So, they need to focus on the graduates of college who have been employed on a full-time in the U.S. Heavier consumers of fast food are 11% more likely to be employed.

COMPETITIVE CONSIDERATION:

1. Value Chain Analysis
   This industry has a high degree of rivalry among the players present in the industry, a threat of new entrants and threat of substitute products. Low bargaining power of customers is present with a moderate power with suppliers. The quick service industry is a highly competitive markets that depends on price and brand imaging. In order to remain competitive, the companies should concentrate on economies of scale, brand imaging, product differentiation and tight cost control.

![Porter’s five forces diagram](attachment:image)
Economies of Scale:
As mentioned earlier, this industry is a highly competitive market that places importance on marketing similar products with a different brand image. Competitors try and use their large-scale to influence buying power from suppliers in the quick-service industry. Also, there are many small quick service restaurants present which again pose a competition to big players in the market.

Brand image:
Brand Image represents a company in an industry. Customers relate to brand imaging by gathering information from the various sources on the quick service industry. There are many ways in which brand image can be affected in this industry mainly because of health concerns which reduce to decline in sales.

Tight cost controls:
It is one of the methods to achieve a competitive advantage in a highly undifferentiated market like the quick service industry. In order to achieve tight cost controls, companies need to achieve cost leadership, economies of scale and scope, efficient production, better sourcing and lower input costs. Economies of scale and scope in this industry lead to decrease in cost because of large scale production. To reduce the input costs, it is necessary to minimize cost of materials, direct labor, and overhead. Implementing a tight-cost control is very important in the quick service industry.
ALL THAT'S MISSING AT SONIC IS YOU!
Product differentiation quality, variety, customer service:

If the product is different or unique, it will create competitive advantage. Differentiation can be achieved in terms of quality, variety or customer service. Differentiation between the different companies in this industry helps in earning more revenue in long term by creating customer loyalty. There are many fast food joints operating in the country but there has to be a unique reason to bring customers to your joint in comparison to others. All of the fast food joints incorporate themes and characters to represent their core values and ideas. As a result, advertising is necessary in order to compete with large international players not only at the local level. Competitors in this industry attempt to differentiate themselves through innovation and reinventing other competitor’s products.

2. Competitive Advantage Analysis

There are two ways that a company can compete in a market; cost leadership or differentiation. The difference between the two strategies is that in a cost leadership industry, very similar products are produced at the lowest cost possible, while differentiation means differences in products. Sonic Corporation, falls somewhere between cost leadership and differentiation.

Economies of Scale

The major players present in this industry are McDonalds, Burger King, Wendy’s and Jack in the Box who are synonymous with low cost production of its products. They all have centralized distribution centers where the materials to be shipped are stocked. Sonic does not follow this strategy. Instead they maintain contracts with local and regional suppliers to gather its resources, without having a central distributions center. This helps them in reducing the inventory overhead cost and helps them compete with larger companies.

Top competitors:
LAYERS ARE IN.
ALL WINTER LONG.

SONIC® is bringing the heat with delicious flavors, all winter long. Give your taste buds something to warm up to, like two quarter-pound 100% all-beef patties, two melty slices of American cheese, crispy bacon and all the other fresh fixin's your taste buds love. This is how you SONIC™.
**Tight Cost Control**

Sonic implements cost control measures by minimizing cost of materials, direct labor and overhead. Sonic differs from its competitors by using local resources to gather their product which lowers their overhead costs. Also, through efficient production by cutting back employee time during non-peak hours and increasing employee hours during peak hours for maximum production, Sonic minimizes direct labor costs. Another method to achieve effective productivity is by having drink specials from 3-5 pm. This attracts customers at slow points during the day maximizing productivity.

**Brand Image**

It is very disadvantageous for a firm if the image of their company is perceived negatively by the customer, as each quick service firm relies on their specific image. Advertisement can influence a lot in conveying why each consumer should try and come back to a quick service business. Sonic has come up with many unique features through advertising, to draw consumer attention. They have car-hops who deliver food to the car instead of picking it up through drive-in. Sonic also has wide variety of specialty beverages like the Limeades and slushes. Sonic will be spending more on the advertising as a result of which their brand image will be able to attract new and existing customers.

**Product differentiation, variety, and customer service**

Product differentiation is hard to achieve when a firm is operating in the burger segment, because a burger is just a burger. Differentiation does not only mean changing the existing product, it can also mean offering different products. Sonic differs from its competitors by offering specialty beverages such as limeades and slushes. Another differentiating factor for Sonic is its variety. It offers the same burger and fries but also adds tater tots, corn dogs, extra-long cheese coneys and various other products that the other competitors do not offer. The physical layout of Sonic buildings is different from that of the competitors, as they have a new, unique retro fitted look. They also deliver food to the customer in a unique way, as car-hops deliver the food until the customer’s car wearing roller-skates. Their customer service is more personal and interactive as well.
SUMMER OF SHAKES

1/2 Price After 8pm

Oreo Cheesecake
Peanut Butter Fudge
Strawberry Cheesecake
Chocolate Cream Pie
Sonic became famous for its:

- Limeades
- 'Coney' Dogs
- Carhops

**TARGET MARKET PROFILE:**

The target audience of Sonic drive-in consists of fast food lovers who want a change from the usual purchase which is traditional drive-in, to a unique experience in Sonic. The Sonic consumers are those who aim for comfortable pace, and a different menu consisting of variety of snacks, meals, and desserts. The age-group of the target market range in the age group of 18-52. Sonic focuses on the target market with an income range of $40,000 and more.

**GEOGRAPHY:**

Sonic’s growth is determined by the economy in terms of geographical factors. With recent economic fluctuations, Sonic’s growth has become slow, the right area has to be chosen first before looking at the overall income of the area. Sonic is known to have higher index numbers in...
PRIME TIME LIME TIME

The Real Cherry Limeade
places where the income of consumers is at least $45,000 dollars per year, sonic focuses on areas with an income equal to, or higher than should be picked. The index numbers for Sonic are also is greater in areas where the family size ranges from 1-4 people, including children. Beyond this, the number starts to decline. It will be beneficial to focus more on those areas of middle class, or higher in deciding where to spend on advertising, and add more stores in the North.

**TIMING AND PURCHASE CYCLE:**

The media timing will run from March to October, this schedule will allow Sonic to reach the target audience without over exposure. Consumers Purchases are generally lower during the months of December, January, and February compared to the other months. This is because of the lower temperatures in the northern location, which tend to reduce customer visits to the Sonic drive-ins. The media campaign will cover all seasons, but mainly focus heavily on months prior to January, and after February, because of higher temperatures which can increase the sales especially in those months where sales are less. The campaign will promote the products which go along the season. It will facilitate interaction between the season and the products. For example, the happy hour slushies’ will be promoted in the months of summer as it is a chilled beverage. Similarly, in the months of winter, coffee and hot chocolate drinks will be promoted. This is called the push strategy. The regional product releases can be coordinated during community events.
A JOYRIDE FOR YOUR TASTE BUDS.
MEDIA MIX:

The Media Mix has chosen the following media vehicles:

- **Television**- Spot television ads will reach the desired target market on a personal level and will have a local impact.

- **Radio**- This is one of the strong mediums for consumers of the age-group 18-44 because of high frequency to reaching the audience. It is played on a consistent basis within specific time spots, reaching high volume of consumers.

- **Sales Promotion**- Various event marketing and direct marketing techniques will be implemented to attract customers during the openings of new stores, or at the time of limited time offers. This will help retain the existing consumers.

- **Internet**- With the help of internet, various social media channels like Facebook, Twitter and Sonic website can be integrated together to promote sales. These channels will contain contests with coupons, prizes, giveaways, event announcements, and employ advertising techniques in a cost effective manner.

- **Outdoor/Billboard**- This media will focus on billboards and public transportation venues to attract maximum audiences in the targeted population city areas.
DIP DUNK DELISH!

Cinnasnacks are at SONIC!
## SWOT ANALYSIS:

### Strengths:
- It is the largest chain of drive-in restaurants in the United States.
- It provides unique customer experience from the competitors with “car hops” to deliver the wide range of menu available.
- It experiences strong customer loyalty in the industry.
- It is one of the largest franchises in the US expanding to different territories.

### Weaknesses:
- It experiences fewer sales during the winter months.
- It has less number of stores available than its competitors.
- It also faces competition from fast food joints offering other products like Pizza.

### Opportunities:
- It can explore healthy food options to help improve the brand image.
- Sonic can introduce winter friendly products to promote sales in winter.
- Sonic should target the Southern region as the demand is increasing there.

### Threats:
- It has less brand awareness than its competitors.
- People now go for healthier food options
- Seasonal factors affect the purchase options of the consumers
- There is less entry barriers present in the industry.
HOLD ON TO YOUR TOTS!
SONIC* DRIVE-IN IS COMING.
SONIC

*Registered Trademark of Sonic Corp.
TARGET MARKET:

The target market of Sonic Drive-in consists of fast-food eaters who are looking for a change from the traditional drive-in experience. Sonic Drive-in provides experience for consumers who want more comfortable pace and a diverse menu ranging from meals to snacks and desserts. The media target audience is Caucasian, college educated men and women aged between 18-52 years, who are married and have children. The income range of the target audience will be in the range of $40,000 and higher. It will focus more on working women. Out of Sonic’s 32 markets, the first list is made up of 10 cities based on the highest populations and consumers of fast food according to the highest index numbers from the MRI data.

MEDIA OBJECTIVES:

- The first objective is to increase the consumption rate of Sonic drive-in in the 30 new locations of the northern region by 20%.
- To achieve 40% reach of target audience of the age group 18-52 years and frequency of 4.2.
- They want to position Sonic drive-in as a “unique” drive-in and dining experience and service for its target market. The target market will rank Sonic in terms of experience and atmosphere in comparison to its competitors. The advertising will portray friendly, fun, and sociable atmosphere while enjoying Sonic products.

MEDIA STRATEGIES:

- Use of diversified portfolio of media vehicles like radio, spot television, outdoor advertising, social media and magazines.
Thursday Special! Come on down and get $0.50 off our 6in Premium Hot Dogs.
• Use of perfect and flawless timing of advertising dominating the peak summer months.
• Targeting specialized markets through spot market campaign
• The media campaign will be catered to the audience- purchases based on media preferences of crucial demographics.
• Media purchases that influence point of purchase decisions will be used to maximize return on investment.

**SCHEDULING OBJECTIVES:**
• Use a front-loading media plan
• To start advertising in the month of March with heavy spending until August.
• The goal of 90% and a frequency of 6 during the above mentioned time period.
• To reduce the advertising in the final 6 months with an emphasis only on keeping the awareness of the brand.

**SCHEDULING STRATEGY:**
The scheduling strategy starts with a 12 month media campaign starting in the month of March with more emphasis from May till October. The campaign ends in February in the next year. The advertising will be increased in the spring season which will lead to peak advertising in the summer months of June, July and August. The advertising campaign will use a combination of television, outdoor advertising, social media and radio. The campaign intends to cover all seasons with heavy focus on the months prior to January and February due to higher temperatures to increase all year around sale, especially during the lowest financial
ULTIMATE GRILLED CHEESE!

- BLT
- Cheddar Bacon Ranch
- Philly Steak
quarter of Sonic drive-in. The campaign will be in line with the ongoing season of the country and promote the sale of only those products that compliment the season. For example, coffee and hot chocolate drinks will be promoted in the winter months and slushes will be promoted in summer. Online and traditional advertising tools will be used for all year round advertising. For advertising in the peak months, events and promotions will be held.

**Fig.1: The Scheduling Strategy of Sonic**

**REACH FREQUENCY:**
- Reach of heavy users to be 80%
- Reach of non-heavy users to be 60%
- Average frequency to be 4 times per month
- The total reach range will be 60-80%
The Burger Force: Controlled Territory
The Eight Largest U.S. Burger Chains
**SALES PROMOTION OBJECTIVE AND STRATEGY:**
The objectives of Sales promotion are:

<table>
<thead>
<tr>
<th>Create brand awareness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve a sales target of 8 million dollars through especially through events and promotions.</td>
</tr>
<tr>
<td>Interact with the target market.</td>
</tr>
</tbody>
</table>

The sales promotions will take place through Internet and Social Media and it will also run a student discount campaign and a campus invasion campaign. Sonic will create a phone application compatible with most of the smart phones and this will help customers to connect better with the brand. This application will have many features like locate your nearest store, view menu options with prices, check your loyalty program status and be informed about promotions. To target the young generation, social media vehicle like Facebook, Twitter, Four Square and You Tube to promote their deals and contests. For example, Sonic ran a You Tube video contest “Sonic’s got Singers”. This contest was promoted through Facebook and Twitter. Participants send their videos singing a creative made-up song using items from Sonic’s menu. Viewers had to choose and vote for their favorite entries. The winners had a chance to star in the next Sonic commercial.
BUDGETING:
The budget allocated for the media plan is $28 million which has to be allotted to various media vehicles to be used. This budget will spread over the entire campaign with more focus from March, to October, especially in the months of summer. Out of the given budget of $28 million, 36% will be spent towards Spot television, 21% for Local radio, 14% towards sales promotion, 14% for outdoor advertising, 7% to the Internet and 7% to direct marketing.

These percentages have been allocated to compete with Sonic’s major competitors McDonalds, Burger King and Wendy’s who spend majority of their media budget on television.

For the year 2013, Sonic is undergoing a change in their media spending. Sonic currently spends 36% of their media spending on local television ads while 17% is spent on billboard advertising. These numbers will be reduced to 26% and 7% percent respectively. To add, Sonic will increase the percentage of its allocated budget to national cable TV ads to 35%.

March - October

<table>
<thead>
<tr>
<th>Media Vehicle</th>
<th>$ 28,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spot Television</td>
<td>36%</td>
</tr>
<tr>
<td>Local Radio</td>
<td>21%</td>
</tr>
<tr>
<td>Sales Promotion</td>
<td>14%</td>
</tr>
<tr>
<td>Outdoor advertisement</td>
<td>7%</td>
</tr>
<tr>
<td>Internet</td>
<td>7%</td>
</tr>
<tr>
<td>Direct Marketing</td>
<td>7%</td>
</tr>
</tbody>
</table>
NEW
MOLTEN CAKE SUNDAES

Rich chocolate cake filled with hot fudge and topped with real ice cream.

- Strawberry Banana Split
- Fudge Brownie
- Turtle
Reference
Appendix

1- Comparative Gross Margins.

<table>
<thead>
<tr>
<th>Company</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sonic Corp (SONC)</td>
<td>0.79</td>
<td>0.78</td>
<td>0.78</td>
<td>0.78</td>
<td>0.78</td>
</tr>
<tr>
<td>Burger King Holdings Ord Shs (BKC)</td>
<td>0.37</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Jack in the Box Inc (JBX)</td>
<td>0.19</td>
<td>0.18</td>
<td>0.18</td>
<td>0.17</td>
<td>0.17</td>
</tr>
<tr>
<td>McDonalds Corp (MCD)</td>
<td>0.30</td>
<td>0.30</td>
<td>0.32</td>
<td>0.31</td>
<td>0.32</td>
</tr>
<tr>
<td>Steak n Shake Company (SNS)</td>
<td>0.29</td>
<td>0.28</td>
<td>0.28</td>
<td>0.28</td>
<td>0.28</td>
</tr>
<tr>
<td>Wendy's International Inc (WEN)</td>
<td>0.28</td>
<td>0.27</td>
<td>0.21</td>
<td>0.20</td>
<td>0.18</td>
</tr>
</tbody>
</table>

2- MRI by age.

3- MRI by income.
4- Sonic slogans

<table>
<thead>
<tr>
<th>Year</th>
<th>Slogan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1958</td>
<td>Service With the Speed of Sound</td>
</tr>
<tr>
<td>1960</td>
<td>Happy Eating</td>
</tr>
<tr>
<td>1987</td>
<td>America’s Drive-In</td>
</tr>
<tr>
<td>1993</td>
<td>Summer’s Funner</td>
</tr>
<tr>
<td>2003</td>
<td>It’s Sonic Good</td>
</tr>
<tr>
<td>2007</td>
<td>Sonic’s Got It, Others Don’t</td>
</tr>
<tr>
<td>2009</td>
<td>Even Sweeter After Dark</td>
</tr>
<tr>
<td>2011</td>
<td>This Is How You Sonic</td>
</tr>
<tr>
<td>n.d</td>
<td>It’s not just good. It’s Sonic good</td>
</tr>
</tbody>
</table>

5- Media Analysis

<table>
<thead>
<tr>
<th>Media</th>
<th>Budget</th>
<th>SOV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network TV</td>
<td>$14,016,100</td>
<td>1.3%</td>
</tr>
<tr>
<td>Spot TV</td>
<td>$63,639,300</td>
<td>5.9%</td>
</tr>
<tr>
<td>SLN TV</td>
<td>$13,269,200</td>
<td>6.1%</td>
</tr>
<tr>
<td>Cable TV</td>
<td>$34,180,700</td>
<td>3.7%</td>
</tr>
<tr>
<td>Newspaper</td>
<td>$38,100</td>
<td>0.4%</td>
</tr>
<tr>
<td>Local Radio</td>
<td>$4,023,900</td>
<td>2.0%</td>
</tr>
<tr>
<td>Outdoor</td>
<td>$3,821,800</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

Sonic Total spending in 2011 is $136,584,800
6- Competitive Environment

**Competitive Environment**

- Locations

- 2011 Sales (in billions)

- 0
- $5
- $10
- $15
- $20
- $25
- $30
- $35
- $40
- $45
- $50
- $55
- $60
- $65
- $70
- $75
- $80

- McDonald's
- Wendy's
- Burger King
- Sonic

7- Tv Spending:

- Millions

- 0
- 100
- 200
- 300
- 400
- 500
- 600
- 700
- 800

- McDonald's
- Wendy's
- Burger King
- Sonic
- **The Disney Channel**
  - Pct. Down: 39.9%, Index 199

- **Food Network**
  - Pct. Down: 29.3%, Index 98

- **TLC**
  - Pct. Down: 27.4%, Index 115

- **Nickelodeon**
  - Pct. Down: 34.0%, Index 224

- **ABC Family**
  - Pct. Down: 31.0%, Index 117

- **HGTVD**
  - Pct. Down: 20.9%, Index 114
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