



FLAME GRILLED, IT JUST TASTES BETTER

THE MARKET

Steers has made fast food fresh, fabulous and a flaming success since the early 1960s, and is now one of the most recognisable quick-service restaurant (QSR) brands in South Africa. With a market share of eight percent of the total quick-service restaurant industry and 18 percent of all burger brands, Steers has set a highly competitive market aflame. A focused marketing strategy aims to grow the Steers network by over 30 restaurants per year, which looks set to achieve the business objectives of R1 billion turnover.

ACHIEVEMENTS

For 11 years in a row, Steers has been recognised by well-known Johannesburg listing magazine, *Leisure Options*, for serving the Best Hamburger in the quick-service restaurant industry. Steers has also been awarded the Best Chips award for seven years within the last 11-year period.

In 1993 and 1994 Steers was awarded the Franchisor of the Year Award by the Franchise Association of Southern Africa (FASA), and in 1993 the FASA Brandbuilder of the Year Award. In 2005 Steers was one of the finalists for brand builder of the year award. This is no mean feat when considering the number of quick-service franchises there are in South Africa.

HISTORY

While the brand has its heart in South Africa, the Steers idea came to George Halamandaris while he was on holiday in the United States in 1960. Halamandaris decided that he would bring the concept and updated method of restaurant and fast food catering to South Africa, which resulted in the first “real” steakhouse in the country - and the beginning of a chain that was dedicated to serving great food in immaculate surroundings.

The name “Steers” evolved over the years from a variety of names, starting with Golden Spur, then Seven Steer, followed by Branded Steer and Longhorn Steer.

The history of the company is one that revolves around the Halamandaris family, with family members still part of the executive team. All of them have extensive experience in the food and franchising industries, and a commitment to quality foods. Today, the Steers logo alone brings fresh, flame-grilled food to mind for almost every South African.

THE PRODUCT

The Steers success story is all about providing an excellent range of flame grilled and value-for-money hamburgers to the consumer, and offering prospective franchisees a blueprint to a lucrative franchise opportunity through its holding company, Famous Brands.

The Steers burger range is dominated (90 percent) by beef burgers - made from 100 percent pure beef patties - with ten percent of the range consisting of chicken and veggie burgers, all prepared in Steers’ inimitable flame-grilled style. According to Famous Brands CEO Theofanis Halamandaris, “Each Steers burger variant has its own unique character and taste.” The King Steer Burger, a double patty burger, is by far the most popular in the brand and Steers considers it the benchmark for burgers.

Steers supplies the core hamburger ingredients - including buns, patties, and sauces - to all its franchisees through Famous Brand Services and approved suppliers. All food is freshly prepared in each restaurant. Even the potatoes are peeled and cut in-store, which is very unusual in the quick-service restaurant industry. In a brilliant spin-off, the Steers range of sauces, salad dressings, marinades and spices is also available in all leading national supermarket chains, enabling people to get “that special Steers taste” at home.

While the core focus and expertise is the beef burger, the Steers menu also extends to classics such as ribs,



the famous Hero™ Steak Roll, veggie burgers, breakfasts and various chicken offerings.

When it comes to selecting suitable franchisees, Steers is not negotiable on quality. The company identifies and screens potential franchisees carefully and then concludes franchise contracts that enable the use of the brand name and trademarks. Franchisees buy into a tried and tested corporate image, market-proven recipes and national advertising - a complete turnkey operation.

Owners are encouraged to manage their franchises as Famous Brands Chairman Peter Halamandaris believes that “owner-managed businesses always perform better than businesses with a passive or absent investor”. It’s about the quality an owner will expect from his staff and business, and the quality he will pass on to his clients.

To ensure that all Steers franchises are operated in the same manner, franchisees and their staff undergo an intensive one-month training programme in food preparation and presentation procedures, customer relations, marketing, business and financial management.

Steers’ primary goal is to ensure service excellence and unbeatable quality, which is maintained through ongoing franchisee, manager and restaurant staff training. Consistent marketing ensures that the brand has the same look and feel nationally, which is the strength of a franchise network. A strong operational division ensures compliance with strict quality standards and operational procedures.





RECENT DEVELOPMENTS

When the quick-service restaurant industry diversified and competitors began specialising in the sub-segments of the Steers menu - chicken, ribs, breakfasts, and toasted sandwiches - Steers maintained its focus on its core product: Burgers.

Loyal Steers consumers know that value for money comes in the form of an affordable, great burger, rather than a cheap burger. Steers sees every occasion as the opportunity to have a burger - from its range of breakfast burgers, to flame-grilled beef and chicken burgers, and even vegetarian and Halaal options. Steers offers a tasty product for every palate.

The Steers menu constantly evolves, with promotional burgers appearing regularly and slow-selling items being removed. Always, though, there's that unmistakable Steers flavour.

With the Steers Brat Pack meal offering, the children's market (three to eight year olds) is actively targeted with a specially packaged, single serving kiddie's meal and a gift to go with it. While there are also many successful offerings for the young adult and adult markets, Steers identified a huge market gap: The 12 to 18 year old age group, or "teens and young adults". This is a massive market that has gained global attention by marketers in recent times.

After careful research, Steers discovered that this market sector expects a unique offering geared to the group's particular likes and trends. This is a group that is bombarded with the latest trends in fashion, entertainment and technology, so interaction with this sector demands a relevant and emotional message.

Steers is continuously searching for innovative and relevant ways to talk to this consumer segment.

The most recent development in the brand's stable of restaurant concepts is the Steers Diner, which involves the conversion of the existing Whistle Stop outlets based at Ultra City sites. In an exclusive agreement between Steers and Shell, the Steers Diner offers a fully-serviced seating area, as well as a complete sit down menu.

PROMOTION

Steers is all about "Real food made real good", a slogan that embodies the company's uncompromising standard of quality food freshly prepared on the premises.

At any one time, Steers will be running at least three promotions, i.e. a Wacky Wednesday, a Bratpack and a national "brand" promotion. Steers continues to be innovative in its offerings. The Steers slogan "Flame grilled, it just tastes better" highlights the differentiating factor between Steers and other quick-service restaurants.

The Steers "Wacky Wednesday" promotion, which has become something of an institution, rewards customers with two burgers for only R24,90. Over 200 000 burgers are sold every Wednesday across SA with the Wacky Wednesday offer. Primary communications are television and radio advertising, with all promotions supported in-store - the focus of which always ties back to the brand's core values. Print is used to compliment the Steers message.

BRAND VALUES

The three pillars of the Steers brand are:

- Being the flame grilled burger specialists
- Innovation
- Value for money



Steers remains the market leader by offering the widest range of classic and gourmet burgers using a unique flame grilled process. It also offers the best value for money: A lot more burger for a little more money, giving the consumer more quality and more satisfaction.

THINGS YOU DIDN'T KNOW ABOUT STEERS

- Steers has over 400 restaurants in South Africa and 43 restaurants in other countries, and continues to expand
- Steers has restaurants in Angola, Botswana, Ivory Coast, Kenya, Malawi, Mauritius, Mozambique, Namibia, Senegal, Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe
- Steers Holdings was listed on the Johannesburg Stock Exchange in 1994
- Steers processes 4,000 tons of burger patties annually and sells 31.8 million total burgers per year
- Steers sells 18.4 million portions of fresh hot potato chips a year
- Steers uses around 54,000 cheese slices and 15.6 tons of potatoes per day
- Steers sells 11 million ice cream cones a year - that's 30,000 cones a day
- Every Steers restaurant creates jobs for at least 12 people
- You can find a Steers restaurant almost anywhere - in shopping malls, Drive Thru's, petrol stations and even in universities and airports. The first Steers Roadhouse was launched in Krugersdorp last year

