Objective
- To better understand the students’ preferences and their perception of the dining products and services
- To ensure alignment of their preferences with the dining programs and services
- Improve satisfaction rating by acting on the feedback
- Increase participation and revenues by acting on the feedback

Survey covers the following topics regarding the café:

- Communication
- Dining Programs
- Meal Plans
- Quality
- Hospitality
- Healthy Eating
- Value
- Grab ‘n Go

Summary
- 13 one-hour focus group sessions were conducted with a total of 169 participants covering 5 venues and breakfast/lunch/dinner periods.
- 48 online surveys results are also included in this report.
- Please also see the report in Word for more details.
Where do the participants live?
FOCUS GROUP DEMOGRAPHICS

Class year of participants:

![Bar chart showing class year distribution]
FOCUS GROUP USER MATRIX

- Adventurous Eater – looks for the item that is exciting and new. About half of the participants belong to this group.

- Plain Eater – Will eat at different stations, but always the same types of food.

- Value Seeker – Looks for the deal of the day.

- Habitual Eater – Eats the same types of food daily.
State of the Dining Service (from a year ago)
TOP 10 TAKEAWAYS

1. Meal plan: Would like better value, explanation for admin fee and ability to roll over un-used funds. Want more meal plan choices.
2. Value: Consistency of pricing/quality/portions between locations. Food perceived to be expensive for quality and size.
3. Want healthy value options, not just cheap pizza or burgers.
4. Want more healthy options.
5. Customer service is inconsistent, some are good but some lack of knowledge of products and pricing.
6. Speed of service, lines are too long. Extend hours.
7. Customer experience in the evening is not as good, do not see enough management in the evenings.
8. Customer service: Cross contamination for vegetarians
10. Simple communication of specials, more variety of meal deals.
MEAL PLAN

Ratings:

On a scale of 1 to 10, with 10 being the most positive rating:

- 10: 8%
- 9: 4%
- 8: 11%
- 7: 18%
- 6: 23%
- 5: 24%
- 4: 6%
- 3: 3%
- 2: 3%
- 1: 0%

Reasons given for the ratings:

- The common complaint was the $605 Administrative Fee. The students’ perception was that the fee was to cover theft. Most felt that the fee made the meal plans too expensive. They would like to have a better understanding what the fee was used for.
- Some are very happy with the convenience, variety and quality.
- Some asked for more meal plan options to choose from.
- One mixed comment was that some would have money left over at the end of term while others would not have enough to last.
- Would like to be able to roll over un-used meal points.
- Would like to have an incentive to change to higher plans.
From the groups that we had asked for a rating, we received an average rating of 3 on a scale of 1 to 5 with 5 being the best score.

- 5 (Excellent) = 0%
- 4 (V. Good) = 28%
- 3 (Good) = 44%
- 2 (Fair) = 28%
- 1 (Poor) = 0%
• Would like to see more variety in menu offerings, change things up.
• Would like to see more vegetarian/vegan options, all day, in all venues.
• Many asked for more ethnic food such as Thai, Greek, Mediterranean, Mexican (instead of too much Chinese food).
• Be more understanding of special dietary needs (free of gluten, diabetic).
• More healthier items (at a better price) were requested in all sessions.
From the groups that we had asked for a rating, we received an average rating of 2.6 on a scale of 1 to 5 with 5 being the best score.

- 5 (Excellent) = 0%
- 4 (V. Good) = 5%
- 3 (Good) = 41%
- 2 (Fair) = 53%
- 1 (Poor) = 1%
• Most loved the “Made To Order” items such as Wraps, Picante’s Tex Mex, Deli, Sushi and Kosher at Delancey.
• Food quality sometimes is not consistent.
• Hot food should be served hot
• The perception was that food preparation at times was rushed with associates trying to serve the students as fast as possible.
• Associates need to be more mindful about cross-contamination: raw vs. not raw; meat vs. non-meat – in cooking and serving, and follow posted procedures.
Definition of “Healthy eating”:
Less grease/oil, less/low salt and sugar, fruit and veggies, whole grain, brown rice, vegetarian, knowing nutritional contents, Made To Order, less fried, nutritious ingredients, fresh items, lean meat, good carbs, water, less gluten ingredients.

- Many commented that it is difficult to eat healthy on campus due to: availability, quality, price.
- It was perceived that the healthy items are more expensive.
- The students who are on a budget are forced to eat unhealthy food that are less expensive.
GRAB ‘N GO

• The perception is that the students do not like the pre-packaged items.
• Students felt it was too expensive.
• The items do not look as appealing as it should.
• They sometimes run out of certain products
• Would like to see more items that can be re-heated.
• Would like to see the more healthier items
• Would like: better execution, more fresh, more appealing, better variety.
From the groups that we had asked for a rating, we received an average rating of 1.6 on a scale of 1 to 5 with 5 being the best score.

- 5 (Excellent) = 0%
- 4 (V. Good) = 0%
- 3 (Good) = 4%
- 2 (Fair) = 51%
- 1 (Poor) = 44%
VALUE/PRICING (CONT’D)

- Most participants said that the food are over-priced, too expensive, part of it is due to the $605 administrative fee.
- Combos advertised are not always good value.
- Servers need to be more aware of what a “real” portion is.
- Food by weight are too expensive and don’t trust some of the scales.
- Lunch items should be less expensive than dinner items.
- Many would like to see an All-You-Can-Eat option (similar to J-Club but will accept meal points).
- Want value combo meals that really are good value.
- Want more breakfast choices that are not by weight.
- Want less expensive healthier option to support healthy eating.
- Many items (candies, cereal, chocolate, fruit) are much more expensive than off campus.
- Extra cost for toppings should be listed better.
- Food prices have gone up, but the value of the meal plan stay the same = less food for students.
From the groups that we had asked for a rating, we received an average rating of 3.4 on a scale of 1 to 5 with 5 being the best score.

- 5 (Excellent) = 10%
- 4 (V. Good) = 39%
- 3 (Good) = 32%
- 2 (Fair) = 17%
- 1 (Poor) = 2%
Many students mentioned our great associates by name:

- Chris and Deb @ Union Commons,
- Scott and Rose @ Union commons,
- Chef John @ Roth,
- Many associates at Roth,
- Mary/Gail/Omelet cook at SAC,
- Irene @ Union Deli,
- Chef Andrew @ West Side dining,
- David @ Kelly Deli,
- Kelly/Union employees,
- Most associates @ West Side Dining.
SPEED OF SERVICE

• During rush hours, lines are too long everywhere (waiting to get food and then waiting to pay at the register), some mentioned waiting between 10 to 20 minutes to get the food.
• Only a few like the “Made To Order” items enough for not minding the wait time.
• Asked that we are more prepared for special time period such as finals, mid-terms, when the students need to stay up late.
• The services at late night @ Union are too slow.
• Would like to see more servers during peak time to reduce waiting time such as at the grill, SAC wrap station, SAC omelets station, Wendy’s, WS dining brunch.
Please offer more early morning options for the students who have morning classes.

Commented that there are huge morning classes (400) but the students do not have any dining options.

Delancey should have better hours (being the only kosher venue).

Dunkin Donuts hours are varied (open morning, close for lunch, open at night). Please extend brunch hours.

More staff at late night, especially during special time of the year such as finals.

Many students groups have classes/meetings at night, longer dining service hours are needed to meet their needs. Please open Roth Market Fresh during the weekends.

Should have more vegetarian options during late nights and weekends.
• Almost all participants use Facebook.
• Other social media used by the students (in order of popularity): Instagram, Twitter, Tumblr, Snapchat, Google+, Reddit.
• Most do not check the dining website for info on food, only to check for operating hours.
• Would like to have more event info (on event description and pricing) instead of finding out in the café or after the fact.
• Loved the Fall Festival, Strawberry Festival and would like to have it again.
• Did not know that all produce are from local producers (need to publicize more). More accurate product tags.
• Email blast on a subscription basis will be a great way to push information to the students.
NEXT STEPS

• The account management team to develop and implement two action plans based on the OSI results and suggested action items.

• The first action plan “You Spoke We Listened” is customer-facing. It should have the top 10 most impactful and critical action items. This action plan should be shared with your client.

• The second action plan is for the internal team to use and should have all action items, large and small. Please categorize the “easy win” and immediate items as well as the longer term action items.

• If it is beneficial, notify the participants of your action plan.

• Measure financial performance to determine action plan effectiveness and continue to correct the action to increase participation and sales.
Dining Strategies: A Continuous Review

Increase Participation

Value to Students

Strengths
Weaknesses
Opportunities
Threats

Value-Add Offerings

Operational Efficiencies

How Do We Know?...Data!
- Line queuing study
- Focus Groups
- Onsite/Insight (220 students)
- Campus Survey (2800 guests)
- POS financial/count data
- Mystery Shoppers (22)
- ChatBack (105)
- Client interviews/feedback
You Spoke, We Listened...

### Operational Efficiencies

**Better Financial Reporting**
- Client feedback on specific reporting needs

**Poor Speed of Service (lines)**
- Observation
- Onsite/Insight
- Data security concerns

### Value-Add Offerings

**Better Hours of Service (Early/Late)**
- POS PM transaction data
- Neighborhood maps
- Onsite/Insight

**Food Consistency, Healthy Issues, Quality**
- Onsite/Insights
- Mystery Shoppers
- ChatBack

### Spring Quick Wins

**Custom Financial Reporting**
- Automated financial reporting to meet Client specifications

**Tables @ Checkout**
- In-line tablet checkout@ Union/ West Side
- Turbo Chefs @ Picantes

**Expanded Hours of Service**
- Breakfast hours @ Union Deli
- Late night management

**Food Consistency, Healthy Issues, Quality**
- Training-Stations
- Simplify pricing
- Healthy Grab n Go ($)
- Smoothie/Vegan bars

### Summer/LT

**Client Dashboard**
- Client web access
- Balanced Scorecard (client KPI’s)
- Visuals and trends

**Line Management Study**
- Station efficiency
- Station and facility review for improved line management
- Integrate credit cards

**Expanded Hours of Service**
- Continuous review of need based on customer data
- Build into 5 year retail strategy

**Food Consistency, Healthy Issues, Quality**
- More permanent allergen and vegan/vegetarian
- Build into 5 year retail strategy

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**Dates:**
- **Custom Financial Reporting**: 3/13-9/1 PM: Summer Cline
- **Client Dashboard**: 3/10-4/30 PM: Summer Cline
- **Tablets @ Checkout**: Dates: 3/11-5/15 PM: Summer Cline
- **Testing**
- **Execution**
- **Assessment**
- **Closed to Ops Ownership**
- **Planning/Monitoring**
- **Design**
- **Line Management Study**
- **Expanded Hours of Service**
- **Food Consistency, Healthy Issues, Quality**

**Dates:**
- **Summer/ LT**: Dates: Pricing 3/15-3/27 PM: Summer Cline
Partnership for resolution...

Operational Efficiencies

- West Side Dining Phase II
  - High stakes: Phase I opening
  - Many stakeholders & plan owners of the renovation
  - Instant social media coverage (good/bad)

Operational Efficiencies

- Student Union Shutdown
  - Employee and guest communication critical
  - Taxing customer volume on other facilities (already over crowded)

Value-Add Offerings

- Price/Value Concerns
  - Market analysis for off-campus brands/vendors
  - $605 fee major pain point for students

Value Program to Students

- Student Enrollment/Graduation Rates
  - Fluctuations in enrollment
  - President’s commitment to increase 4-year graduation rate to 60%

Apply PM Methodology/Tools

- Apply PM Methodology/Tools
  - Set scope; monitor & control
  - Define & measure success criteria
  - Issue/risk escalation and resolution
  - LT-PM Role on Dining Team

Crisis Management Plan

- Crisis Management Plan
  - Develop strategy for customer absorption
  - Deliver communication plan to guests & team members
  - Take preventative steps

Assessing the Market/Adding Value

- Assessing the Market/Adding Value
  - Provide short-term and long-term retail and meal plan strategies
  - Platinum Service training program

Student Recruitment/Career Paths

- Student Recruitment/Career Paths
  - 4-Tier Career Growth Paths for Student workers
  - Industry best practice
  - Capitalize on Compass Career Opportunities (Multi-Sector/Global)

Continuous Communication on Progress

Continuous Communication on Progress

Execution

- Execution
  - Dates: 2/24-6/1
  - PM: Sarah Carroll

Planning

- Planning
  - Dates: 2/3-3/28
  - PM: Summer Cline

Planning/Execution

- Planning/Execution
  - Dates: Meal Plan -3/10-4/1;
    Retail 3/3-4/15
  - PM: Summer Cline

Assessment

- Assessment
  - Dates: 3/5-4/4
  - PM: Summer Cline