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BAUSCH & LOMB FOOD SERVICE: AN ANALYSIS OF AN INDEPENDENT
BUSINESS AND FOOD SERVICE INDUSTRY FROM THE CUSTOMER'S
PERSPECTIVE

by

Richard A. McQueen CFE

A thesis submitted to the
Faculty of the Food, Hotel and Travel Management
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of
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School of Food, Hotel and Travel Management
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M.S. Hospitality-Tourism Management
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Abstract

A customer satisfaction survey was developed from six focus groups sessions. The areas identified for analysis included price, quality, stock available, variety, and customer service. Analysis of the survey indicated that the price was the most sensitive issue. Quality of food rated well while there was some dissatisfaction with our variety of entrees, grill items, and soups. The amount of food in stock was satisfactory. Customer service ratings were high. This instrument can be used again to identify incremental changes in satisfaction levels as perceived by the customer.

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Chapter 1

Introduction and Background

Bausch and Lomb is the only business and industry self-operated food service left in Rochester. This project deals with improving customer satisfaction at Bausch and Lomb by analyzing, understanding, and exceeding customer expectations. The focus is on the customer. Other business and industry food services can use this project to enhance customer service.

Bausch and Lomb has treated food services as an employee benefit. In the summer of 1981, the Optics Center food service was renovated for \$750,000. This renovation forced change in virtually every policy and procedure. This was the beginning of a natural evolution of services based upon expanding customer expectations. Those services affected included increased breakfast hours, the inception of both on and off premise catering, expanded menu, the beginning of night shifts operations, and increased vending operation.

In the mid 1980's, the Optics Center was directed to eliminate the food service subsidy within two years. Through menu and food cost analysis, we discovered that pricing margins were inadequate on many items. Corrective action was taken. Certain high food cost items were dropped from the menu while others were subject to price adjustments. Also, many new items were introduced at the correct food cost percent. The subsidy was eliminated. Income from the cafeteria and vending commissions equaled direct expenses

of labor, food purchases, and other costs. At that period of time, the customer took a back seat to cost.

In 1987, Bausch and Lomb initiated Total Quality Management, the focus switched to increasing customer service. Food services were often used as an example of excellent quality customer service. We preached customer service, but we did not adequately measure customer service.

As we evolved, catering became an increasing source of revenue. Coffee breaks, luncheons, breakfasts, dinners, picnics, clambakes, and steak roasts helped control the budget and keep prices down in the cafeteria.

Since the inception of Total Quality Management, Bausch and Lomb employees became well versed in the whole quality process. Education has created a much more discerning consumer. These new consumers demand more variety, lower fat or no fat items, nutritional information and counseling. They are also more aware of the cost/value relationship and are willing to pay more for perceived quality products and services. These educated consumers will help make food services better by being the powerful voice of the customer. They want to be heard and they want action. Rosenbluth (1992) writes that for companies that provide excellent products and services, the most educated customer is the best customer. The reason is simple. The more your customers know about your industry, they then will appreciate the service you provide. To the less discerning, all products and services may look alike, and the full value of what you provide can be missed.

You have the responsibility to educate and inform your customers.

Problem Statement

Can objective, quantifiable, and clearly understood measures to evaluate and improve business and industry food services be identified and communicated to the customer? What is important to the customer? Exactly what does the customer want?

Purpose and Significance

The purpose of this study is to identify objective and quantifiable methods of evaluating food services from the customers' view point that will result in positive change in the operation.

This study is important because other food services will be able to use the methods presented to evaluate their own operations for continuous improvement. Identifying what is important to your customers is the first step to satisfy those customers.

If the study is done, the result can be used to improve Bausch and Lomb's food service operation. Other similar operations can also use the information in this study. If the study is not done, we are shooting at a moving target we can not clearly see. We would continue to operate on best guess assumptions, not facts.

Basic customer satisfaction begins with understanding what the customer wants. This study will identify issues that are key to customer satisfaction. Implementation of an action plan to meet those needs would follow. Continuing focus groups and a follow up

survey can then be measured for improvement.

Hypothesis

The study will show that my perception of Bausch and Lomb's food service and my customer's perception are very different. Realizing that the customer's perception is their reality, not mine, will be key to closing the perception gap.

Identifying customer expectations will fulfill the purpose of the study. Action must then be taken to meet those customer expectations.

If enough positive actions can be implemented to satisfy customers desires, while controlling costs, then future surveys will indicate improvement in the affected areas.

Assumptions

Ideological Assumptions

My concern is that I believe I have an excellent food service now. My belief may not match customer beliefs.

Procedural Assumptions

Every attempt will be made to ask the right questions in the focus groups as well as the customer survey. Questions need to be

carefully constructed.

Definition of Terms

Cycle of Service: Is a complete sequence of events the customer experiences in getting his or her needs met.

Demographics: Data that creates factual and numerical profiles of the various segments of customers you are trying to reach with your product.

Moment of Truth: That precise instant when the customer comes into contact with any aspect of your business and, on the basis of that contact forms an opinion about the quality of your product or service.

Strategic Service: Viewing present and emerging service requirements and needs of customers as a market of its own which can be optimally served and supported to generate substantial profits and return on investment.

Service Management: A total organizational approach to making superior service the driving force of your business.

Vision: An idea refined through experience and thinking.

Service: Work done by one person for the benefit of another.

Quality: A measure of the extent to which a thing or experience meets a need, solves a problem, or adds value for someone.

Total Quality Service: A state of affairs in which an organization delivers superior value to its stakeholders: its customers, its

owners, and its employees.

T.L.C: An acronym that stand for Think Like a Customer.

Service Culture: A culture that influences people to behave and relate in service oriented ways, or in customer first ways.

Chapter 2

Literature Review

In researching this project, I was drawn to four key elements that are necessary to provide breakthrough service. Delivering quality service by embracing these aspects will close the gap between perception and reality. We will examine leadership, employee empowerment, exceeding customer expectations and benchmarking.

Leadership

Leadership is the starting point for any organization. We need strong leadership to act thoughtfully and decisively for our customers. Jim Peterson, President and CEO , Whataburger Dallas, states "There are major paradigm shifts today and we need a different kind of leadership. We need to take people to new levels of management, autonomy, and empowerment." In this same article by Bernstein (R + I, July 1, 1993), Herman Cain, President and CEO of Godfather's Pizza, Omaha, Nebraska states "We need stronger leadership in this business. It is not enough to present a slick corporate image and say the right things, but rather act with true vision whenever necessary." The themes that kept recurring in this piece were courage, vision, mission, and commitment.

Zemke (1989) says the primary reasons why service in America

is lacking are a thorough lack of skill and knowledge about how to manage service and a lack of commitment to service quality as a serious organizational goal.

Drucker (1990) believes the first task of a leader is to make sure everybody sees the mission, hears it and lives it. There is an action requirement; a constant resharpener and refocusing of the long range conception. We should never really be satisfied.

Carlzon (1987) believes leaders must be devoted to creating an environment in which employees can accept and carry out their responsibilities with confidence and finesse. A clear, concise vision and excellent communication skills are needed. A leader is better off if he/she has more general qualities; good business sense and a broad understanding of how things fit together. The ability to rise above the details and see the entire picture is imperative.

Peters (1987) believes listening to customers must become everyone's business. With most competition moving ever faster, the race will go to those who listen and respond most intently.

Nancy Austin (WKW, September 1990) points out that Stew Leonard's dairy in Norwalk, Connecticut has the highest sales per square foot of any retailer. The Leonard's live by two simple rules: 1) The customer is always right! 2) If the customer is wrong, reread rule #1. Their philosophy of operation is based on listening to and reacting to the customer's expectations.

Stew Leonard Jr. spoke at Bausch and Lomb in 1990. He told us of their many successes and expansions as a result of listening and

reacting. After his speech, he asked for a tour of our operation. He asked about our Heart Smart entree and learned we use the American Heart Association Cookbook as a resource. Before he left the building he called his office to order the cookbook. He listens and reacts.

Drucker (1990) suggests we refocus and change the organizations when you are successful and everything is going smoothly. If you do not continually improve your organization, you will go down hill pretty fast. Drucker made another excellent point when he reminds us not to try to be everything for everybody. We should carve out our own niche.

Leaders of self-operated business and industry food services are also challenged to exceed customer expectations. Bakos and Karrick (1989) quote both Larry Appleton and Bill Lembach. Appleton, of Martin Marietta, comments that self-operations have become more creative and very competitive in nature. The self-operations that will be successful will be the ones who are creative, daring, and audacious.

Bill Lembach of Kodak argues that more companies will take the easy way out to reduce payroll and labor costs by hiring a contractor to operate the food service. Self-ops who want to survive know we must meet our competition head on and Kodak is willing to do that. We are willing to show that we can compete effectively and do a better job than a contractor.

In the May 15, 1993 Food Service Director titled "Will Self-Op B + I survive the '90's," the trend is for shrinking subsidies,

breaking even, and building sales through enhancing menus, increased catering and take home foods. Paul Coron of Blue Cross/Blue Shield says, "We'll survive by being more creative and innovative. As long as you can provide quality food service to meet the customer's expectations, there will be not reason to make any changes."

Why should we do all this? Blumberg (1991) believes service, if strategically managed , directed, and controlled, can be a major source of revenue and profits as well as the critical factor in the successful growth of a company.

Zemke (1989) explains that service leaders charge an average nine to ten percent more for their basic products and services, grow twice as fast and improve market share by an average of six percent a year. Organizations rated superior service providers had an average return on sales of twelve percent compared with one percent for poor service providers.

Zeithaml, Parsuraman, and Berry (1990) write about service leadership. A vision is needed that exemplifies superior service and a winning strategy. High standards are clearly defined. In the field leadership must include coaching, praising, correcting, cajoling, sermonizing, observing, questioning, listening and excellent two way communication. Finally, service integrity is vital. Improving service in the eyes of the customer is the goal. The four P's of marketing are product, price, place, and promotion. A fifth P can be added. Performance that meets or exceeds customer expectations is critical. Performance is accomplished with the

help of your employees.

Employee Empowerment

Excellent customer service can not happen without the willingness, cooperation, and acceptance of employees. To provide this level of service, employees must understand and control the moments of truth that the customer goes through. Employees have to be given the authority and resources to satisfy customers.

Albrecht (EE Nov 1992) defines empowerment as responsible freedom. Albrecht contends that employees get excited about their jobs when they feel a sense of power in what they do. They expect their work to be important and their efforts have impact. Employees feel good about something they can respect. They need to act on their own as a feeling of entitlement and empowerment. They must have the authorization needed, make a decision, and act on that decision without fear of that decision being rescinded.

The other side of the coin can be referred to as the seven sins of service. Albrecht (1988) paints an all too familiar picture of service in the '90's. Apathy sets in when customer contact people get bored and forget they are there to serve. Customers often get brushed off by servers who just repeat some standard procedure that does not solve the problem. Coldness by service people is their way of dismissing the customer. Condescension is using a patronizing attitude on customers. When

service people act without visible warmth or individuality, robotism sets in. Everyone gets the same program with no deviation. Following the rule book eliminates exceptions and common sense. The service person uses absolutely no discretion in their contact with individual customers. Finally, getting the runaround by customer service representatives leaves unanswered questions and misdirection. Albrecht reminds us that if we can not deliver quality, do not advertise quality.

Carlzon (1987) suggests decentralizing organizations. Corporate structure should be more horizontal. Jeff Weinstein (R + I January 1993) agrees that the flattening of organizations will help to empower employees to make more decisions. Operators will continue to ask front line employees to help build customer loyalty by handling those critical moments of truth with customers. Pre-shift meetings will quiz servers on how to treat guests and cross-training will give servers more detailed knowledge about production and ingredients. When the quality of food is equal among competitors, then service will become the determining factor for demanding customers.

The Service Edge (January/February 1993) states that it never ceases to surprise and amaze customers when they come in contact with front line employees empowered to instantly deal with their complaints. People who believe they can and should deliver outstanding customer service will deliver outstanding customer service. High expectations must be maintained. Employees will work up to a higher level of service if asked to. Conversely, they

will falter and work down to a level of expectation that they perceive is acceptable.

Willingham (1992) writes that it is important to remember people do not buy products and services. They buy products and services to fill a need. Understand the need, then fill it. Listening is the key to outstanding customer service. Listen to words, tone of voice, and look at the customer's body language. Get eye contact and keep it. Let the customer know they are important. An employee who has great listening skills is on their way to satisfying the customer.

Disney is often used as an outstanding example of excellent customer service because they value their employees. Zemke (Training, March 1993) concurs that from the manager to the front line servers, we are like a theater. Either we directly deal with the customer or we support those who do.

In Hotel and Motel Management (February 1, 1993) Healey writes that employees should see themselves as adding value to the customer-employee relationship. Give employees product and service knowledge, help them understand what is required in your operation, describe and explain customer sensitivity, and they will know how to deliver excellent customer service.

Sewell and Brown (1990) contend employees are just as important as our customers. We thank our customers for doing business with us and ask them to come back. We should remember to thank our employees for working hard and doing a good job.

Brown, Martenfeld, and Gould (1990) agree that taking care of

employees is key to excellent customer service. Employees must be allowed to be flexible and open minded and use their best judgment. Employees have the freedom to perform outstanding service when you can show trust in them .

Finally, you have trained and you trust your employees. They do provide excellent customer service. This is the time to reward them for their efforts. Geddes (1993) discusses many reward forms. They can be power, recognition, money, greater responsibility, learning new skills or a more challenging assignment. Some people do not like to be singled out but rather be a part of the group. Companies vary in their style. Some give cash, others give plaques or complimentary memorandums, while others go for dinner. Rewards should be given promptly.

Empowered employees are necessary to provide the high level of service expected by our customers.

Exceeding Customer Expectations

In a service operation, the customer is King or Queen. Without them we have no purpose. The goal of exceeding customer expectations will differentiate your operation from the mainstream.

Albrecht (EE 1992) maintains that the entire experience of the customer determines his or her perception of quality. Their expectations must be factored in as a function of your product, process, and practice. The way to keep customers is by meeting their needs, solving their problems, and adding value.

Sewell and Brown (1990) advise not to guess about what a customer wants. Ask them. Customers are usually more than willing

to express their expectations. Create a questionnaire that will focus on important aspects of your business from the customer's point of view.

We must stretch to help our customers. If a customer asks for service that is related to your business, the answer must be yes. Figure out how to do what they want, but say yes. Deliver more than you promise and never break a service promise.

Blumberg (1991) divides customers into four categories by their willingness to pay. The price-sensitive customers are just interested in the lowest possible price. Government agencies and educational institutions are examples. Much of their decision making is based on their own procurement policies.

Then there are the price quality customers. This group has a balanced trade off between price and quality. This yields a direct linear relationship between willingness to pay and customer satisfaction.

Time and quality sensitive customers must be taken care of quickly. They tend to be relatively price insensitive and time is as important as quality.

The last group are those who use price as a surrogate for quality. If it is expensive it must be good.

Service can be seen as the extent of discrepancy between the expectations of the customers and their perceptions. Heskett, Sasser, and Hart (1990) state that the quality of service is equal to the service quality delivered minus the service expected. Every attempt should be made to exceed the expectations of the customer.

Breakthrough services make difficult services seem simple, build the self-confidence of customers, and reach a level of reliability that ensures quality service and costs are met.

Total customer satisfaction can be demonstrated by an unconditional guarantee that has a clear standard for performance. It must be easy to understand and communicate, mean something to the customer, be easy to invoke, be credible, and show a level of trust.

Cost of Quality

Brown, Martenfeld, and Gould (1990) believe the cost of not providing good service can be substantial. Quality service can save you dollars and generate income. We learned the true cost of quality in our Total Quality Management course as we each applied the true cost of mistakes to our own operations.

Brown, Martenfeld, and Gould (1990) also point out that there is no point in doing anything unless the customer says they would like to have it, or it is in their expectations. We are wasting time and money if we do something for which the customer did not ask. Carlzon (1987) invited a group of senior citizens from a retirement club to discuss a vacation idea he was working on when he was president of Vingresor, a subsidiary of Scandinavian Airline. No one expressed any interest in Carlzon's plan. So, they went ahead with the printing of the vacation brochures and promptly lost \$100,000.

Cannie and Caplin (1991) believe that a quality driven strategy must be coupled with a service driven strategy. Companies

do not just produce products. The customer expects quality service as a part of any purchase. There is a distinct opportunity to create a sustained competitive advantage for a customer driven company focussing on service quality.

Cannie and Caplin (1991) also explain how to calculate the cost of service quality. The total cost of service quality is comprised of preventing mistakes, monitoring performance and fixing errors. This 10-100-1000 rule is representative of the true cost of service quality. Prevention is the most effective and least costly manner in which to run your business.

When you have a problem, what can be done to recover from the situation? Willingham (1992) believes you should take ownership or responsibility for problems. When this is done with understanding and sincerity, negative customer attitudes can turn into positive ones. Ask the following questions: 1) What happened? 2) What should have happened? 3) What went wrong?

Hart, Heskett, and Sasser (HBR January 1990) agree that mistakes are a critical part of every service. They recommend that a good recovery can turn angry, frustrated customers into loyal ones. An empowered employee who can discover and resolve a customer problem can turn that customer into a life long advocate. Remember, it is far more expensive to replace a customer than it is to retain one. Customers with a bad experience will tell eleven people all about it while customers who have positive experiences will only tell six people. In a problem situation remember that customers want the problem fixed immediately. They are not

interested in blame. Give employees positive reinforcement when they solve customers's problems.

Sewell and Brown (1990) advise first to apologize, then fix the problem in the presence of the customer immediately if you are able.

Albrecht (EE Nov 1992) uses an acronym T.L.C. that stands for "Think Like a Customer." I will use that because when you put yourself in you customer's place, you begin to see your operation in a whole new light. Getting all your employees to think like a customer will create empathy, compassion, and will help to resolve problems quicker.

If you are honest and forthright with a customer, they will be candid with you. Mutual trust levels are increased and this honest exchange allows us to provide better service to our customers.

Benchmarking

Camp (1989) quotes David Kearns, CEO of Xerox; "Benchmarking is the continuous process of measuring products, services, and practices against the toughest competitors or those companies recognized as industry leaders." Camp (1989) defines benchmarking as the search for industry best practices that lead to superior performance. Webster's describes it as a point of reference from which measurements may be made. Something that serves as a standard by which others may be measured.

Stephenson writes about the value of food service from the business and industry segment. In a survey conducted by the

Society for Foodservice Management, forty six corporations representing 262 individual food service locations were asked about subsidies. Fifty five percent were not subsidized. Senior management responded that corporate culture and productivity were the top two reasons foodservice was either important or very important. Wellness was third with a 58% ranking. Security was fourth at 40%. This benchmark survey creates a base with which to compare future surveys.

Benchmarking can be a source of new business ideas. It exposes people to new products, processes and ways of managing the resources of the company. It can force people to think "out of the box." Thinking and alternative paradigms generate new ideas.

Benchmarking can be used as a problem solving tool to improve organizations. It identifies state of the art business practices.

Cannie and Caplin (1991) explain the difference between formal and informal research. Informal research is direct personal contact with customers to include employee contact. Management at The Lodge at Woodcliff did not favor guest satisfaction cards. The general manager preferred talking to guests directly. It was suggested by the graduate group that the "pretty baby" syndrome might prevent guests from being totally candid. Employees might not ask the correct questions without some inservice training on guest satisfaction.

Formal research consists of feedback, mail, and telephone surveys and focus groups. One possibility for Woodcliff would be to have the switchboard operator telephone guests after check in

and ask five or six straight forward questions that could be easily analyzed.

Examples of feedback includes business reply cards, 800 telephone numbers, and a suggestion box. At Bausch and Lomb we include a customer response card on all catered events. A suggestions box generates more suggestions than complaints. Answering these suggestions quickly and implementing those that are customer service oriented show your customers just how serious you are about quality and service.

Then there are mail and telephone surveys. They generate hard data. If designed internally, remember your mission statement and what function you are trying to fulfill. Who are our customers now, and who would we like them to be.

Focus groups can be divided into three types according to Greenbaum (1993). There are full groups, consisting of eight to ten people, that are led by a trained moderator. The discussion last for one and a half hours to two hours. Mini groups contain four to six people. Telephone groups participate in a conference call for thirty minutes to two hours and is also led by a trained moderator. These groups are recruited based on common demographics, attitudes, or buying patterns specific to the topic.

Missing Page

Methodology

Nature: Descriptive Research

Based on a review of the literature, areas of concern were identified. Six focus groups were conducted and that input was used to determine the questions for the Food Service Customer Satisfaction Survey.

The focus groups were chosen by human resources personnel. A human resources representative with a background in communications ran the focus groups to ensure objectivity. The representative received no formal training prior to those meetings. Focus group questions and responses are exhibited in the appendix.

A pay envelope insert was employed to distribute 2,000 questionnaires to all Optics Center employees. An example of the questionnaire is also found in the appendix.

Five key areas were addressed in the survey. Price, quality, amount in stock and variety were rated from poor to excellent using a five point system. These four areas were aligned with eight groups of food. They are entrees, grill items, sandwich bar, salad bar, soups, desserts, beverages, and breakfast items. The fifth is customer service. Customer service was also examined in relation to grill servers, entree servers, and cashiers. Age, time you eat, shift, sex, exempt/non-exempt, and how often do you eat in the cafeteria were also questioned. A comment section was included which generated a great deal of information. These comments are included in the appendix. 349 surveys were submitted for analysis.

Chapter IV

Analysis and Findings

Food Services conducted a Customer Satisfaction Survey in March 1993. The responses to the survey were helpful and interesting.

If we look back to our problem statement, have we identified objective, quantifiable, and clearly understood measures to evaluate business and industry food service? From the survey results, what is important to the customer?

Based upon the returned surveys, we found that 1.8% were under 25 years of age, 32.7% were 25-34, 38.6% were 35-44, 18.3% were 45-54, and 8.6% were over 55. The customer mix was 60.4% female to 39.6% male. The division of exempt employees to non-exempt employees was 54.1% to 45.9% respectively. Only 25 surveys, 7.4% were returned from the night shift and morning shift. 92.6% of the surveyed customers eat at the lunch period. 79.1% eat between 11:30 a.m. or 12 noon.

Combining the very high and slightly high as well as the very good and excellent creates a compressed Likert scale for the price category. Averaging all price categories does produce a fairly evenly distributed bell shaped curve. Breaking down the price category, it is evident that the price of the sandwich bar at 55.6% very high and slightly high, and the salad bar at 59.4% are perceived as a price sensitive issue by customers.

Quality of food fares much better. The poor and below average categories are statistically low in comparison with the very good

and excellent. Soups received the lowest combined percentage at 19.9%.' The salad bar came at in 42.9% for the very good and excellent. The bell shaped curve is skewed on the high side towards the very good and excellent.

Variety of food reveals dissatisfaction with entrees, grill items, and soups at 25.3%, 19.6%, and 19.3% respectively. 34.7% believe variety is very good and excellent.

The amount of food in stock category refers to running out of any menu item prior to the end of service. Through historical counts production is determined that also uses time of year and weather as contributing factors. Amount of food rates high at 40% very good and excellent versus 12.8% poor or below average.

Service was divided into three areas. Customers rated grill servers, entree servers, and cashiers in attributes of friendliness, efficiency, and responsiveness to requests. The service ratings are truly indicative of outstanding customer service. Combining usually and always yields ratings of 95.6% friendly cashiers, 86.6% efficient cashiers, and 93.9% cashiers who are responsive to requests. These excellent ratings show that front line employees are making the customers happy.

Another important aspect of this survey is the comment section. This section has always been very important in our surveys for two reasons. First, and most importantly, our customers articulate their feelings very specifically. The comments can run from the sublime to the absurd, but remembering that the customers's perception is their reality, these comments

must be taken very seriously.

Secondly, statistical analysis has always been a weak point in my operation. It's very much like trying to solve Rubick's cube, when you don't like Mr. Rubick's toy! This thesis has touched a nerve I didn't know was there for more in-depth analysis. The numbers are there to be used, examined and squeezed to yield valuable information.

The comment section often became my action plan in the past. My customers generated 246 comments out of 349 returned surveys. That is 71% of all surveys.

Many of the comments dealt with the equipment issues that can be quickly fixed. For example, our infamous ice dispensers that don't work often enough. Others are procedural issues that cause me to ask why we do something a certain way. The answer must be based in a proper food service reason or a customer service reason. If it doesn't meet that criteria, we examine the issue thoroughly and often change the procedure.

All the comments can be divided into the five major categories of quality of food, price, variety, amount in stock and service.

A serious concern noted in 17 comments were direct statements indicating that I was difficult to work with, rude, and needed an attitude adjustment. I had to look in a mirror and ask myself what kind of attitude I was exhibiting. This self analysis is very humbling and also an opportunity for growth.

Servqual Dimensions

This questionnaire does not easily convert into the five Servqual dimensions of Tangible, Reliability, Responsiveness, Assurance, and Empathy. We can insert quality , price, variety, and amount in stock into tangible terms. Service can be divided with friendliness being related to empathy. Efficiency goes with reliability and response to requests equals responsiveness. Because we used a five point scale on the survey, the means below an average of three deserve further analysis. They all appear in the price category. Grill items, soups, and breakfast items had a mean above three. Salad bar and sandwich bar are the biggest concern followed by desserts, beverages, and entrees.

The means for service are a joy to analyze. Our cashiers rate very high in empathy, reliability, and responsiveness.

Chapter V

Conclusion

Is there a perception gap between what I think of my foodservice and what my customers believe. I can answer yes and no at the same time.

What is my perception of Bausch and Lomb foodservice. I stated that I have an excellent foodservice. I stated that I have an excellent foodservice now. How was I measuring? What were my benchmarks?

As a member of the International Foodservice Executives Association and the Society for Food Service Management I have developed a network that allows me to tap knowledge from professionals in similar operations. The food service journals also supply a wealth of information and ideas. But the single most important source I use is my own instinct. If I continue to ask "why" I operate the way I do and have good customer service reasons for what I do, continuous improvement will continue.

The tangible items of price, quality, amount in stock, and variety can certainly be further analyzed and improved. I have identified areas of concern and will make changes. This is where I can answer that yes, there is a perception gap.

Service levels were outstanding. Customer service has always been of prime concern in our operation. The statistical data certainly support this contention. There is no perception gap in the area of service. Further continuous improvement enters a narrow but attainable area of incrementally higher levels of

customer service.

Mike McDonald works for Corning Glass Works. He travels the world preaching Total Quality Management. He visits almost 300 of the Fortune 500 each year. He views breakthrough customer service as very realistic. Mike states "We are trying to move employees from being unconsciously incompetent to being consciously incompetent. If we train, coach, empower, and praise our employees, we can move them to being consciously competent and ultimately to being unconsciously competent."

My foodservice employees are near the top. Employees are the people who implement the mission. With their total commitment, success is assured.

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FOOD SERVICE CUSTOMER SATISFACTION SURVEY

Please return to a cafeteria cashier by Wednesday, March 10
and receive a FREE HOT BEVERAGE!

Age: <input type="checkbox"/> under 25 <input type="checkbox"/> 25 - 34 <input type="checkbox"/> 35 - 44 <input type="checkbox"/> 45 - 54 <input type="checkbox"/> 55+	Time you eat lunch: <input type="checkbox"/> 11:30 <input type="checkbox"/> 12:00 <input type="checkbox"/> 12:30 <input type="checkbox"/> 1:00 <input type="checkbox"/> other _____	Shift: <input type="checkbox"/> A Shift <input type="checkbox"/> B Shift <input type="checkbox"/> C Shift	(Check one): <input type="checkbox"/> male <input type="checkbox"/> female <input type="checkbox"/> exempt <input type="checkbox"/> non-exempt
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How often do you eat in the cafeteria? <input type="checkbox"/> once each day <input type="checkbox"/> several times per week <input type="checkbox"/> once per week <input type="checkbox"/> less than once per week*	*If less than once per week, what is the reason? <input type="checkbox"/> I don't have enough time <input type="checkbox"/> I don't like the food served <input type="checkbox"/> the prices are too high <input type="checkbox"/> other _____
---	---

How do you rate:	price	quality	amount in stock	variety	(additional comments)
	<div style="display: flex; flex-direction: column; align-items: center;"> <div>very high</div> <div>slightly high</div> <div>average</div> <div>very good</div> <div>excellent</div> </div>	<div style="display: flex; flex-direction: column; align-items: center;"> <div>poor</div> <div>below average</div> <div>average</div> <div>very good</div> <div>excellent</div> </div>	<div style="display: flex; flex-direction: column; align-items: center;"> <div>poor</div> <div>below average</div> <div>average</div> <div>very good</div> <div>excellent</div> </div>	<div style="display: flex; flex-direction: column; align-items: center;"> <div>poor</div> <div>below average</div> <div>average</div> <div>very good</div> <div>excellent</div> </div>	
entrees	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
grill items	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
sandwich bar	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
salad bar	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
soups	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
desserts	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
beverages	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
breakfast items	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____

Customer Service:	friendly	efficient	responsive to requests	(additional comments)
	<div style="display: flex; flex-direction: column; align-items: center;"> <div>never</div> <div>seldom</div> <div>sometimes</div> <div>usually</div> <div>always</div> </div>	<div style="display: flex; flex-direction: column; align-items: center;"> <div>never</div> <div>seldom</div> <div>sometimes</div> <div>usually</div> <div>always</div> </div>	<div style="display: flex; flex-direction: column; align-items: center;"> <div>never</div> <div>seldom</div> <div>sometimes</div> <div>usually</div> <div>always</div> </div>	
The grill servers are	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
The entree servers are	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
The cashiers are	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____

Please offer one or more suggestions on how the cafeteria could be improved:

Price

	<u>Entrees</u>	<u>Grill Items</u>	<u>Sandwich Bar</u>	<u>Salad Bar</u>	<u>Soups</u>	<u>Desserts</u>	<u>Beverages</u>	<u>Breakfast Items</u>
Poor	7.6	3.6	23.7	23.3	3.8	6.8	9.0	4.8
Below Average	20.8	10.8	31.9	36.1	9.6	21.9	19.2	16.7
Average	41.3	48.7	28.3	23.9	53.8	50.6	46.2	45.9
Very Good	26.0	32.4	13.2	14.2	25.6	17.1	21.5	28.1
Excellent	4.3	4.6	3.0	2.4	7.1	3.6	4.2	4.4

Food Services

Quality

	<u>Entrees</u>	<u>Grill Items</u>	<u>Sandwich Bar</u>	<u>Salad Bar</u>	<u>Soups</u>	<u>Desserts</u>	<u>Beverages</u>	<u>Breakfast Items</u>
Poor	4.3	2.3	4.3	1.8	6.4	1.6	2.3	2.6
Below Average	10.8	8.3	9.2	9.2	13.5	7.5	3.2	5.9
Average	54.0	50.0	55.9	46.0	41.0	54.9	57.4	55.9
Very Good	25.3	35.4	24.7	36.2	31.4	29.8	30.6	31.3
Excellent	5.6	4.0	5.9	6.7	7.7	6.3	6.5	4.4

Food Services

Amount in Stock

	<u>Entrees</u>	<u>Grill Items</u>	<u>Sandwich Bar</u>	<u>Salad Bar</u>	<u>Soups</u>	<u>Desserts</u>	<u>Beverages</u>	<u>Breakfast Items</u>
Poor	5.4	2.4	4.0	4.4	7.8	2.8	1.7	2.3
Below Average	9.5	6.8	8.7	9.4	15.9	11.1	2.0	8.4
Average	45.4	43.2	48.7	46.1	44.3	53.4	44.0	52.9
Very Good	34.4	41.2	32.2	34.8	27.5	27.7	39.4	31.4
Excellent	5.4	6.4	6.4	5.3	4.5	5.1	12.9	5.0

Variety

	<u>Entrees</u>	<u>Grill Items</u>	<u>Sandwich Bar</u>	<u>Salad Bar</u>	<u>Soups</u>	<u>Desserts</u>	<u>Beverages</u>	<u>Breakfast Items</u>
Poor	8.1	6.3	5.7	3.7	4.6	5.1	3.7	3.8
Below Average	17.2	13.3	8.3	11.8	14.7	11.0	4.3	13.4
Average	36.3	45.8	53.0	47.7	47.9	55.7	50.5	50.8
Very Good	31.9	30.2	26.3	29.6	24.8	22.7	33.2	27.5
Excellent	6.6	4.3	6.7	7.2	8.1	5.5	8.3	4.6

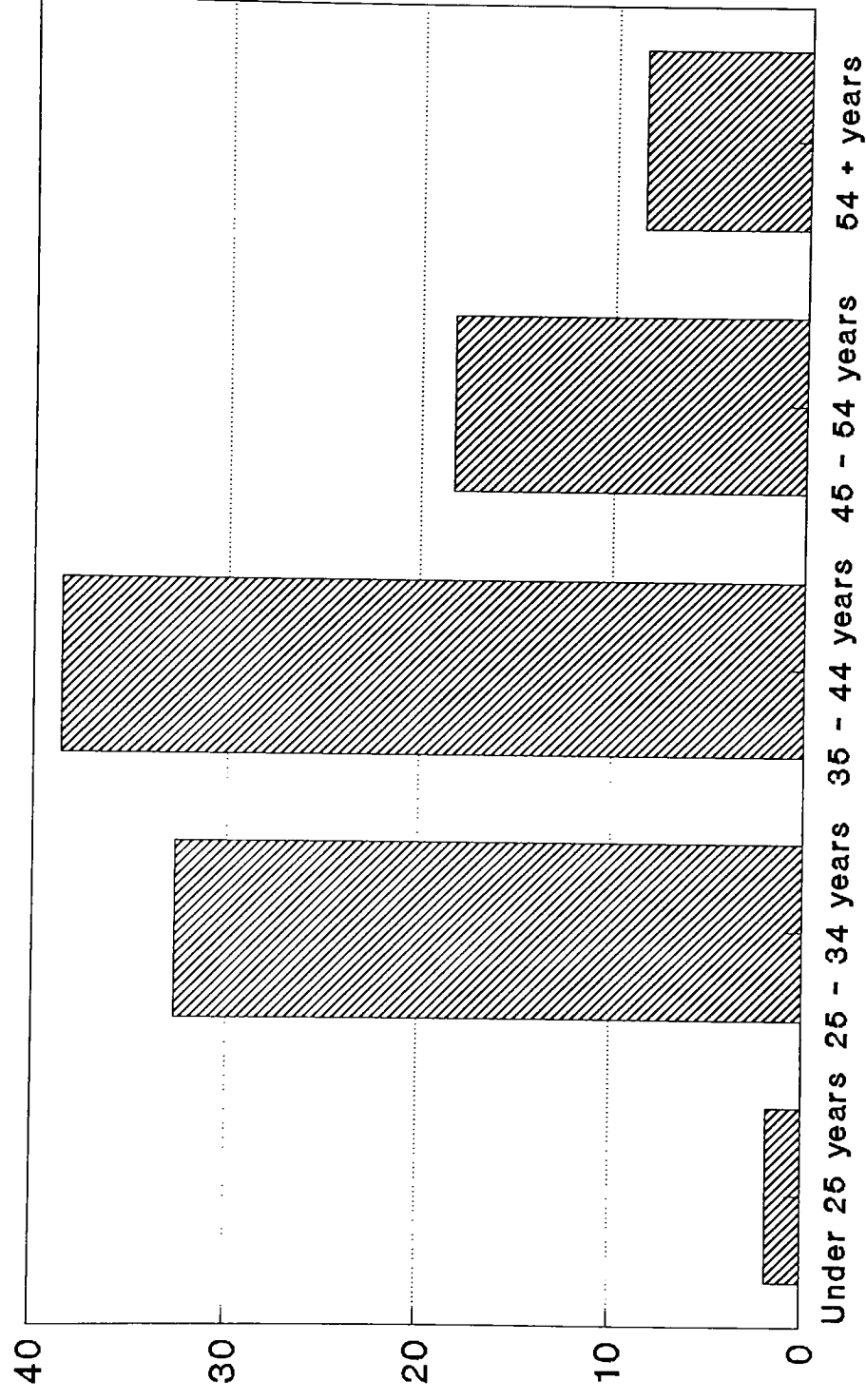
Food Services

Customer Service

	Friendly			Efficiency			Responsive to Requests		
	Grill Servers	Entree Servers	Cashiers	Grill Servers	Entree Servers	Cashiers	Grill Servers	Entree Servers	Cashiers
Never			0.3					0.6	
Seldom	4.5	5.9	0.3	4.8	1.9	2.6	2.0	3.2	0.9
Sometimes	12.5	21.9	4.0	17.3	13.3	10.8	12.0	15.0	5.2
Usually	55.8	47.8	33.2	53.8	60.7	46.5	54.2	51.3	43.3
Always	27.2	24.1	62.4	24.0	24.1	40.1	31.9	29.9	50.6

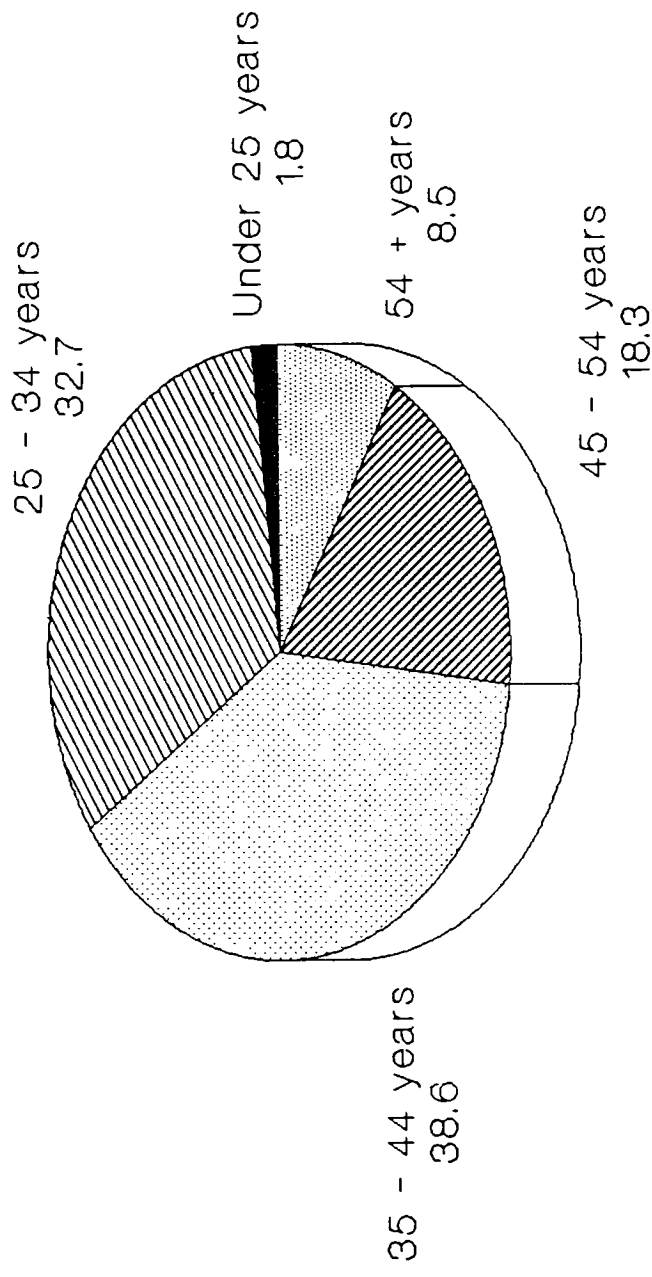
Customer Demographics

Age

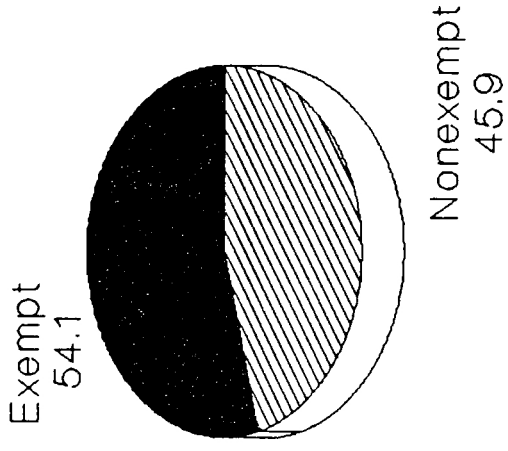
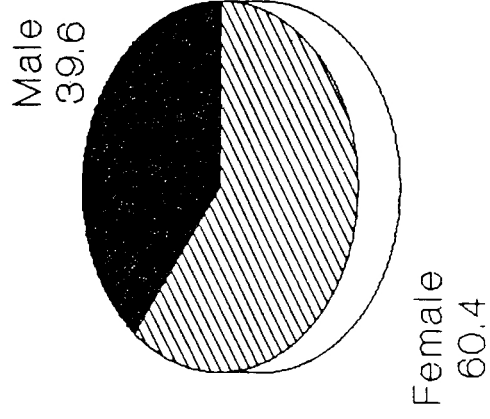


Customer Demographics

Age



Customer Demographics



SUMMARY OF PERCENTAGES IN ALL CATEGORIES

	Price	Quality	Variety	Amount in Stock	Friendly Service	Efficient Service	Responsiveness to Requests
Poor	10.2	3.1	5.1	3.8	.1	0	.2
Below Average	20.9	8.5	11.7	9.0	3.5	3.1	2.0
Average	42.4	51.9	48.5	47.2	11.8	13.8	10.7
Very Good	22.3	30.6	28.3	33.6	45.6	53.7	49.6
Excellent	4.2	5.9	6.4	6.4	39.0	29.4	37.5

Customer Service
Grill Server

	Grill Servers	Entree Servers	Cashiers
Friendly	4.058	3.895	4.578
Efficient	3.971	4.071	4.241
Responsive to Requests	4.159	4.067	4.436

~~ADDITIONAL~~ SUGGESTIONS -- FEMALES

* Every Monday morning I have to ask for milk because only regular is in the cooler. This past Monday I asked and was told there was no milk. Tuesday I wanted french fries; they were none. Wednesday there were no lids for the large coffee cups. These are staples! What's going on?

* Include garlic bread in price of pasta bar. Lower price of fettucini alfredo. Have taco salad more often. Add boneless chicken to menu (diet). Change name of Nigerian stew. Stir fry is great -- have more often. Clean ice machine -- I always have dirt in bottom of my water bottle.

* Have a vendor like Wendy's or Arby's here as well as the normal cafeteria.

* You should have a soup and salad bar -- all you can eat for one price!!

* Offer pizza on a daily basis. Offer pizza on a daily basis. Offer pizza on a daily basis. And offer pizza on a daily basis.

* Better catering service and better communication with manager. Sometimes he is hot tempered. Also, tired of always getting voice mail when you need someone right away.

* You should offer pizza weekly, at least. If not, then more often than you do. Can't it be offered as hamburgers and hots are every day as a grill item? Taco salad should be offered more times also.

* The macaroni and cheese isn't consistent in how it is prepared. Sometimes it is good, once in a while it is terrible. The biscuits

are great. Chicken ricardo is great. Hate the bagels. Salads are good -- I like the julienne. Potato bar is good.

- * Jello and fruit salads. Provide more variety of jello flavors, such as apricot, cherry, peach.

- * The steak sandwiches on the grill are tough and gristly. I figure anything sliced that thin **had** to be tender. WRONG. Check out those shaved steaks. Free samples are available.

- * Re-arrange lines away from cash registers (move salad bar?) Re-arrange access to veggies from entrees. Get a better ice dispenser method. Pre-measure food -- ex: 1 cup of veggies served from a measured container, not by server discretion on a spoon. Serve entrees in measured doses -- ex: 1 cup of spaghetti noodles, have a cutter made that would proportion servings. Women are usually given smaller portions than men. Portion control would also allow the consumer to assess value for the money and calorie intake when diets suggest pre-measured portions such as one cup of pasta.

- * I buy entrees and veggies based on who is serving and how small the portions are for the price. Also if I ask for something "to go" the plates are bigger and I usually get more to eat. Offer all side dishes as choice items. Ex: meatloaf and mashed potatoes & gravy. Maybe some people would accept the fat and calories of the meatloaf, in exchange for a less fattening side dish, like a veggie.

- * Offer some smaller desserts (half-size cookies), low-fat alternatives (angel food cake). Offer veggie burger every day on the grill. Low fat cheeses. Always offer fruit salad and low fat

cottage cheese.

* Get some different desserts/cakes to offer for special occasions-- it is so boring to go to these "parties" and get offered the same goodies over and over again.

* Those who get salad that is just veggies should get a reduced price from those taking the more expensive/labor intensive pre-mixed salads such as pasta salad/macaroni. Same for potato bar -- offer without expensive extras for those who don't want all those goodies every time (charge by weight maybe?)

* Reduce salt content. Take a survey to see which entrees are most popular and serve them more often. I love stir-fry veggies and pasta primavera, but they're served once a month, if I'm luck. Salad dressings are gross. the peppercorn dressing was good but about one year ago, the taste changed. Did you change brands? if yes, bring back the old one! Install a comment/suggestion box. Veggie plates are good. Could you have plain baked potatoes more often?

* I would like better tasting soups with low calories. Also, less cream soups.

* I think you do a very good job overall. Would like to see calories on dishes. How about using seasonal items -- macintosh apples, fresh vegetables in season, cherries, etc. The soups are usually quite good -- suggest dropping ones that aren't and watch the salt (change the base if necessary)

* Wouldn't mind paying more for specialty meals. Love the chicken ricardo! Brown sugar for oatmeal. Orange juice is way too sweet -

- needs to be more diluted. Great apple crisp! Feta cheese on the salad bar.

* Better food and lower prices. Also, you need some new and exciting articles in the store!

* Don't use so much flour on the soup. Low calorie bread on the sandwich bar.

* Take pride in preparing food. Keep food warm all the time.

* Low/no fat items requested more. Generally, very well run with creativity, service-oriented staff.

* It's nice to have a facility that is convenient, but some things could improve -- if you go to the cafeteria after 12:20, guarantee it's going to be slim pickings on what you eat!

* I prefer meats (like various carved roasts) and potato dishes, and I often do not find something because the entrees are casserole-type dishes. You could provide a little more variety on Fridays -- some pizza or grilled meat sandwiches. (Food -- especially entrees -- a little too ethnic for my taste.)

* More variety of entrees and the prices cut slightly back or more food on the plate.

* Figure out a way to purchase smaller sized entrees --if dieting, don't want large scoop of macaroni & cheese, etc... You need diet bread. Fresh roasted turkey breast -- can't stand "deli" turkey.

* Healthier, low-fat food.

* Some days all the items that I like are on the same day --next day nothing is appealing. Could there be a soup and sandwich combination offered at one set price?

- * A new toaster would be greatly appreciated. A change of bakeries for variety would be a nice change.
- * Would you please put out sour cream when you serve chili -- the sour cream is cool complement to the spicy dish. Potato bar is too much money for what you get. Taco salad is also high-priced for the portion. Can you put pickles on the salad bar as we...? Meatballs are very good as well as the chicken wings. I would like to see these more often. More fruit on the salad bar would be nice.
- * I find that the soup selection is very good. They seem to run out before my lunch which is at 12:10.
- * Food should be hot when served. They are too cold by the time you sit down. Line are too long at the checkout.
- Have ice cream and sundaes available a few times a week. Also, offer milkshakes.
- * A more steady selection of yogurt would be appreciated.
- * Should have the sale on the cheese cakes, carrot cakes, and pies -- that went over very big. Think about take home food!
- * Offer a "meal on wheels" deal --for lunch, a "brown bag" with a sandwich , fruit and choice of beverage for those people that need to do more than eat during their lunchtime. For dinner, a hot entree "to go" for those people who have class (school) or who just don't relish the idea of cooking at 5:30 or 6:00 pm.
- * Rich McQueen has a very poor attitude in responsiveness -- meetings are not always scheduled weeks in advance, causing late requests for refreshments which he will not fill. Needs better

portion control when filing requests for ice cream socials.

* I think that a more conscious effort on hairnets should be stressed. Hair has been found in food many more times than is acceptable.. Rich should also check on the tone and sarcasm of his voice to the customer and those that work for him. To receive good help, he should really treat them like they are human beings. "Cold Turkey" deli bar was really in poor taste It is innuendos like this that I'm talking about with regards to Rich. With all the sarcasm, the cafeteria is the place that is most probable to suffer the most if smokers go out to lunch. To be perfectly frank, if there was a decent place to eat within the immediate area, I would go out.

* Lower sandwich bar and salad bar prices. Offer at last one "common' soup every day (chicken noodle, tomato, vegetable, etc.) Don't cook the soups until the noodles are "mush".

* Sometimes the entrees with meat bother me. I hope you don't use MSG on meat tenderizers.

- Larger quantity of pre-fixed salads in cooler-- out too soon!

* Have a diet non-caffeine soda, like 7-up or something. Give Lenora a raise -- she deserves it for her smile!

* I would like it if the cafeteria were open till 1:30 or 2:00, even if just for coffee/juices and pre-made sandwiches or salads already wrapped and priced. Sometimes we have meetings or work which cuts into the lunch hour and I have to get food from vending machines in break area. Maybe we could use our "cards" to buy things after a certain time so someone doesn't have to be on the

register with money after 1:15. Would like if grill/entree servers and people filling sandwich/salad bars wore hair nets -- haven't had a problem yet, though.

- * Why is a piece of toast at breakfast \$.10 but a piece of bread at lunch needs to be weighted for \$.40 (average?) More fresh fruit on the salad bar. Larger portions on entrees.

- * Make a shepard's pie like Chase Lincoln cafeteria. Make taco salad like Tijuana taco (taco shell bowls).

- * Get a new ice machine, please!

- * Offer "petite portions" (entrees) at reduced prices.

- * I believe there are some cafeteria personnel who would benefit greatly by taking the "Service Plus" training. Overall, most of the personnel are friendly, but since no one wants to point fingers, everyone should be required to take it.

- * Have ice available in the afternoon. Put out washable glassware like coffee cups. Put some more variety (other than chicken) in catered meeting food. Price for the food quality is steep.

- * The staff, especially Rich, is never understanding of last minute requests or changes which are usually the result of unexpected meetings or situations. Rich has been outright rude. He forget who the "customer" is.

- * All employees should take the Service Plus training seminar. Prices should be lower on sandwiches. Everyone should be as friendly as Lenora.

- * Management could be little more pleasant when dealing with customers.

- * Certain entrees are extremely high priced (example: potato bar --- almost \$3.00!) Limit amounts on them rather than being so extreme. Sometimes entree portions are small, depending on what temporary is dishing them out. Other than that, cafeteria is good, for a cafeteria. Soups are usually excellent. Try some different specials. (ex: soup and salad \$2.00 -- sandwich and cup of soup \$2.00) Make a special deal -- knock a quarter off some things.
- * I'd love to get more rice with meals.
- * If they would better understand the customer and his/her needs, they could improve some of the negative perceptions. Look at customer flow and ways to reduce congestion during peak periods. Sometimes takes 10-15 minutes to get food and cash out.
- * Food items are getting boring. Same things all the time. Once in a while a special like crawfish should be offered.
- * Traffic pattern needs to be reviewed along with quality and quantity. It is a shame that many of your catered meals are better prepared and the quality is there compared to what is served to the "captured" clientele. Also, the use of leftovers such as the carrot salad is not good after more than one day -- needs evaluation. Maybe periodic health inspections are needed to tighten things up a bit!
- * More munchy foods would be great (i.e. a dip platter with carrots, celery, broccoli, cauliflower, etc.) would be great. More fresh fruit plates with only slices of fruit (melon, watermelon, grapes, maybe cheese and crackers). No salads. With such an emphasis on health, I'd like to see fat grams listed on the

entrees, heart smarts, and Brad's cookies.

- * Condiments: add a second container for large/medium lids on both sides. You're always running out. Offer macaroni & cheese as smaller portions with vegetables at same price or as an alternative to one large scoop of macaroni. Need a little more variety.

- * Cafeteria management is not very receptive to food complaints and could improve customer service attitude.

- * If the cafeteria is open until 1:15, then entree servers should be at their stations until 1:15. Salad bar needs to be replenished more often! Amount in stock on many items is very low at 12:45 to 1:15. Items that can be replenished should be.

- * More quantities of food to last through all three lunches.

- * I feel as if the lower calorie (i.e. healthy) foods are always more expensive. Is this a cafeteria phenomenon or the way it is?

- * Diet salad dressings (other than italian). The hot entrees get cold very quickly, whether on china or styrofoam plates.

- * Other than vegetables and entrees are not hot enough at times, I think the cafeteria does a fine job, especially since they serve so many people. Also, fill other requests during the day. I really love when you have the big bowl of fruit, too!

- * More prepared salads on plates to take out. I do not always have time to fix mine and they are gone by the time I get there! Give Lenora a raise!

- * Offer more pasta and rice at each meal as a side dish. Do not cook pastas so long (always soggy and rice is tasteless). Steam vegetables, they are too soggy and bland. Expand healthy choice

menu options. Greatly improve your soups. For lunch, meals should be a large serving of carbohydrates and fruits or vegetables with a little meat. I would pay more for higher quality food. The coffee could be greatly improved. It is too strong.

* Have a grill in the morning for at least eggs. P.S. the above was written on a day different from today -- 3/1. I went to the cafeteria, spent minutes in line only to be told that I would have to go to another line, because I could not use my card at that register! The card, I might add, which is being promoted by Cafeteria Services. Before spending another 10 minutes in line I decided I would go hungry, put my lunch back and went back to my office. Tomorrow I will go out or bring my lunch.

* Better ice machines that don't jam up.

* Shepard's pie has way too much clove in it. Tomato bisque has too much salt in it. When someone returns food for whatever reason, be friendly and make them happy. Remember, the customer is always right (Rich McQueen)

* Need more variety, new additions, and changes. More special lunch specials (like for holidays), but other items also. Caffeine free Coke (without diet).

* Have frequent deli bars (ex. "Cold Turkey" -- that one was excellent) Have frequent "complete" meal specials, not just for holidays.

* Be more careful making the soup! One day it is excellent, next day you can not eat it. I would buy it more often if I knew I could trust the cook.

- * O.J. prices are so high!!! Why not have cartons for \$.40 like milk. I have to make an extra stop at the machine.
- * Card machines should be at all cash lines since those using the card have fewer lines to choose from. An express lane would also solve this, but it was not enforced when we had one.
- * The floor shakes (vibrates) so I take my food elsewhere to eat.
- * Because I eat salad bar often, it would be nice if you offered a change in selection like cubed turkey or ham and cubed cheese with a different vinaigrette dressing. The one you have is **very** oily. Possibly salad dressings in packages. Also, the oil and vinegar is definitely low quality. It would be nice if you could make egg salad and chicken salad with low calorie mayo. It is hardly noticeable when it is used. The pre-made salads are good, but whoever makes them leaves all the fat on the meat. That is really gross. Generally, food and service is good.
- * I think everyone should be as pleasant as Lenora is. Lenora is grace under pressure when dealing with the very busy morning crowd. She never loses her cool and is always a pleasure to have as a cashier.
- * More variety in entrees, grill, and sandwich bar items.
- * I wish you would have pizza and taco salad more than every couple of weeks. How about once a week?
- * Vegetables on entree table are overcooked. Healthier, tastier food. Rich, you should be more receptive to customer concerns and complaints and should not be hostile when someone needs to return something they can't eat.

- * At times morale is obviously poor, which carries over in all aspects of the operation. There are a lot of hard feelings when a questions is asked of management and the answers are usually very curt, sarcastic, or just plain rude. A quality seminar for both staff and management is long overdue!
- * It would be good if substitutions could be made. For example, extra veggies for potato, regular bread for garlic bread, etc.
- * Offer pizza every day.
- * Return to having a cash card only line. Don't allow others in it. Also, install cash card machines in all registers. Put caffeine free cola in one of your soft drink machines.
- * I suspect you have lots of hidden talent. Let you people be creative. Let Majchrzak do his magic!
- * Lettuce on salad bar should be fresh and not brownish. There should be a little more variety on the salad bar. The ice maker near sandwich bar is quite often out of order.
- * Limit the "card only" line to cards only. When I get to the cafeteria (11:40 or so), most vegetables, barley, etc. have been strained from the soup. There is only liquid left -- I don't buy any. Maybe someone in the kitchen staff should serve the soup or charge by the ounce. Otherwise, I think service is excellent and food variety is top drawer.
- * Improve Rich McQueen's attitude when he is dealing with his customers. He is rude and obnoxious and has embarrassed me several times. The only one I like dealing with is Mary Lou.
- * The problem is not the cafeteria personnel, but the manager who

is usually in a bad mood and unwilling to do anything that may take extra effort for his clients.

- * When I go at a later time (12:15 - 1:00) for lunch and I choose entrees, they are just warm, never hot! Is there any way you can keep them hotter?

- * More low fat items like grilled chicken breast. Calorie and fat content should be listed. Vegetables are overcooked, poor quality. Have corn on the cob and plain baked potato more often as vegetables, not just when you have to buy a whole meal or potato bar. Thanks.

- * Serve grilled chicken sandwiches. Don't charge extra for sandwich bar items without bread -- some people can't eat the bread. Do a similar survey for people who use your catering service for meetings, etc. Overall, the Optics Center cafeteria people do a wonderful job. Thanks.

- * Is there any way to reduce the waiting time for hamburgers without affecting quality (cold, dried out, etc.)? One individual should never be allowed on the cash register.

- * Lower prices and serve more of a variety. Tell the servers and grill people to smile. The cashiers are great, especially Angel.

- * Cafeteria people need to pull together and work more as a team. They should take pride in their products. You start with quality products, but "you the people" have to believe in the products and service - suggest any of the seminars --DDI, TOPS, or TQP. Another suggestion is that you used to have a customer focus group. I think reestablishing a group would be beneficial to both customers

and cafeteria staff. It is not really fair to judge either entree servers or grill servers as there seems to be a lot of temporary help performing these jobs. When regular staff works I would say they are friendly and helpful. Temps are temps.

- * New menu, better catering, and you need someone **always** at the phone for emergencies.

- * You charge \$.10 for toast, but you charge \$.35 a slice for bread at lunch. You charge extra for salad dressing. You should put the dressing on the side instead of putting it on the salad.

- * On the entrees I would like to see true cafeteria style -- be able to pick up what you want in small portions instead of buying a whole entree (ex: macaroni & cheese -- can not get small dish and side dish of vegetables -- have to buy whole entree).

- * At the time I go to lunch (1:00) service is downgraded. It is hard to get waited on or find the good selections. Silverware/plastic-ware/cup caps are at a premium for the late lunchers.

- * I feel that the macaroni should be served as an entree with polish sausage. I also feel that Angel/Laurel/Lenora are the most friendliest ever. Thank you.

- * I believe if the smokers are being forced to give up their rights then the company better make sure that the food which is served in the cafeteria is strictly healthful food because overweight people are subject to many of the same illnesses as smokers.

- * Provide salt replacements on tables (salt substitute). I resent

the fact that I am expected to pick up break cars and return them because cafeteria staff is too busy. I am busy too. The staff does go out of their way to provide service, but I feel you need to get a registered dietician in to consultant about nutritional food choices.

- * In general, I find pricing inconsistent. Some items too high, others a bargain. Many of us feel that the cafeteria should provide meals at cost since it is difficult to go out for lunch. Also, quality on particular items is excellent, but on others they need improvement. Overall, the cafeteria does an average job.

- * On occasion, items are overpriced.

- * With entrees and grill items, list number of calories and grams of fat. (For that matter, include soups and anything possible)

- * Would like to see more vegetarian selections and more low calorie/low fat selections.

- * Maybe be open a little past 1:15 p.m. Maybe be open earlier in the evening in case you want to eat dinner before you go home and after the fitness center? Or maybe take-out healthy dinners available as a convenience to employees in this rushed world. Can a half portion be offered at half the price?

- * Get Sarkis! Or have ARA redo the cafeteria -- prices are high, but decent food. The hot dogs and grill items are always cold and greasy, the soups are usually empty by 12:30. If any is left, they are watery and tasteless. The entrees are totally unappealing as it appears all canned and/or frozen. I do like your coffee, though. If Kodak, Xerox, and Blue Cross could do it, or find it

cheaper for a company cafeteria. B&L should look into what they're providing.

- * Restructuring the cost of the sandwich and salad bar. Have ethnic background or country "month special" every Monday or whatever day offer... March -- Irish. 3/4 pot roast and potatoes, 3/11 cabbage and corned beef, 3/19 ham and dumplings...to offer variety.

- * Serve food hotter. Shorter time at the hamburger-fries line. Thanks for the opportunity to give you feedback. On the whole, I am very happy with the service, food, and cafeteria.

- * Serve healthier food and a variety of good food. Do not allow food to run out. If you offer soup, give quality. Customers should not say "same old stuff again." Or even "if I had a choice I would not be here." Remember, there are no choices nearby. By the time you leave the building, your lunch break is gone.

- * More fruit plates, except in winter. More seafood salad plates, but with better grade of salad dressings. Less green peppers. More variety of rolls and breads. More chicken, but not a half. Carrot/celery sticks that can be purchased separately. Some apples other than red delicious. Julienne Cobbs Salad.

- * More soup varieties and different vegetables like oriental and sweet potatoes.

- * I'd like more variety, especially low calorie foods. If I am forced to buy bread on the sandwich bar, then give me diet bread. I would like the cafeteria open later in the afternoon like it was a few years ago, so we can even buy coffee.

- * Make sure there's enough food to last all three lunches.
- * Better ketchup (Heinz). Better jelly. Soups should be refilled when hot table is empty. No one seems to check. Use sugar Twin.
- * Could you let us know what constitutes a "Heart Smart Feature"? Recently, it included beef gravy which doesn't seem to be a low fat item.
- * Survey more often for individual/specific problems. Rich should write down comments in a note pad when people stop and talk to him so he can remember. Discount prices for people not using Styrofoam (i.e. own cups).
- * Cafeteria is in a rut. Time for a complete change in menu and schedule of entrees. Too predictable.
- * Check traffic patterns. We late eaters are often out of luck on basic items. Salad bar does not have enough salad stuff. Trade that nasty carrot salad for fruit, nuts, or olives. Use other lettuce varieties, too. Iceberg has zero nutritional value. Maybe add grated zucchini for a change. How about sprouts? Too many salad bar items are not really "salad" (for my taste). Often it looks as if fresh items are NOT fresh. recycling efforts -- excellent! Cleanliness -- good. Knowledge of staff -- inconsistent. Soups are usually good, too. (Although today's clam chowder was truly shameful). Some offerings are an excellent bargain, while others are outrageously overpriced. Perhaps there is a middle ground?
- * Many times by the time I get to lunch, specials and some entrees are gone and everything looks old. The ice machine never works.

- * The company store should be open 15 minutes after the cafeteria closes. Always out of ice!!! Not checked enough!
- * Have hamburg and hot dogs partially cooked before rush time. Need better working ice machines; they are a joke. More water dispensers and ones that work 100% of the time. Rich McQueen should be nicer to his customers. He can be very nasty. It's not good for customers.
- * Other than the man that runs the place, everything is good. His attitude has got to go. He treats some people with respect, but others, none.
- * Proportions on entrees are not equal for each person.
- * Our cafeteria is pleasant place to be especially since we have windows to sit near.
- * More real variety. Better quality ingredients (charge more if that's what it takes) Don't let food "sit" too long. Bread and cheese get dry. Improve Rich McQueen's attitude toward his customers, particularly secretarial staff responsible for making meeting arrangements.
- * Taste the food before serving.
- * Add more spices to food and keep asking for our opinions.
- * I think the cafeteria manager is rude with very little class.
- * Your menus are predictable and they should not be. I would like more soul food. The fish fries are priced slightly high for lunch. They are delicious, but sometimes we don't have \$4.00, unless you go to the ATM or bank.
- * More than once I have seen grill workers come out from serving

food to clear a spill (once on the floor) and return to serving food without changing gloves.

- * Rich McQueen needs an attitude adjustment.

- * There should be four vegetables a day including pasta or potatoes each day. When the grill and salad bars are busy the entrees are not that great! What happened to shrimp and fried clams more often!

- * Have more outside/outdoor offerings at the picnic shelter.

- * I would like to buy beverages after 1:00, and small snacks.

- * Lower your prices. Teach/train entree servers to smile once in a while to be friendlier. The chef (I think his name is Dave) was very rude today; more so than usual. He concentrates entirely too much on socializing with his friends than he does on his job, which is to serve ALL the customers. He and the unfriendly entree servers are the main reason many of us in my department do NOT go to the cafeteria for lunch.

- * Do more checks on what is running low. Silverware is always low; constantly out of forks.

- * Keep Saran Wrap filled in the two dispensers at all times.

- * Perhaps have more food available, have low-cholesterol entrees and have more variety -- not "shepard's pie" every Wednesday or so. Also, more chicken ricardo! Don't save it for seminars.

- * Enforce the card line and do NOT accept cash in this line.

- * I would like to see more low calorie items -- i.e. more fruit, more low-calorie entrees.

- * Rich McQueen, I believe, is harsh to his workers. I don't think

this is appropriate behavior in front of other employees. I have never had a big problem with Rich, but I know other co-workers that have.

- * Seems like everyone goes to lunch at the same time (noon) so we need more (at least four) cashiers at that time. Lines are too long!

- * Once in a while when a new person is on to serve entrees, I get a vegetable dish and it's been kind of skimpy. I think they get shy about serving the food.

SUGGESTIONS -- MALES

- * Portions on entrees (pasta, rice) are kind of skimpy, especially when it is inexpensive and is recommended in a low-fat, low-cholesterol diet. Serve it up! Coffee is too expensive.
- * Don't serve anything that you wouldn't eat yourself -- burned, dried out, gristly meat, etc.
- * During peak periods all four cashiers should be open. When they are not, a hot soup or meal becomes cold. Manager should spend more time talking to customers instead of politicking.
- * Popcorn from a machine, should be available at all times. Lata? -- super coffee with heated milk (\$1.50/cup). "Superior" coffee -- \$.75/cup. Money card: I wait longer in line because I use a card. Should be the other way. Why not force 100% card use -- no cash, faster service.
- * Do not have the same entrees together. Keep the cash card.
- * Offer mayo at the condiments counter outside the registers. Keep one line for debit card use only. People who use the card are limited to two lines which are sometimes the longest, which inconveniences the card users (a feature that is supposed to increase convenience).
- * Serve pizza every day. Open a smoking section.
- * Speed up checkout lines. Reorganize silverware access. Really restrict card-only line. I have to wait for cash out in the card line!
- * Serve garbage plates!
- * If you want the card checkout system to be widely adopted,

you'll have to "sweeten the pot" for the customer (discounts, etc.) Offer some pre-made salads without cheese or high-fat meats. Chicken or turkey would be fine. I always throw away the hard boiled egg -- too much cholesterol. Bring back the Kraft Parmesan cheese salad dressing. That was great.

- * Offer taco salad more frequently.

- * Please consider offering barbecue beef sandwiches, barbecue ham sandwiches, reuben sandwiches.

- * To make the debit card effective there must be some incentive to use it. Either establish a "card only" line which is strictly enforced or offer a discount to card users.

- * Reduce fat and sodium. Some days soups are loaded with way, way too much salt! With salt shakers on every table this is senseless. Entrees are frequently too cool. Also, recent hot dog bar had nearly frozen rolls. Stale bread on sandwich bar and very high cost keep me away most days. Also, need more display of prices for side dish items. I don't understand what price is on many of these smaller items and don't buy them.

- * Having the summer \$2.00 breakfasts is great. How about having it throughout the entire year, maybe for two days a week.

- * Lower prices -- reasonable prices.

- * All your cafeteria personnel should go through TQP. If I had the time to go out and eat in a half hour, I would go. Food should be kept hot. Should be more responsive to requests about different foods.

- * Price and variety need to be improved first. Quality is next.

Furnishings are acceptable.

- * The decaf coffee has a burnt taste to it.
- * I like to eat lunch by the south windows. Do not schedule meetings in this area at lunch time.
- * A pepper grinder for salads, hot spicy mustard, and periodically (especially after first rush) refill soups.
- * Breakfast items (eggs) should be cooked on grill upon request.
- * Replenish soups because often soups are out by 12:30. Keep ice cream desserts in stock.
- * Keep the cards -- very convenient. Special meals are enjoyable.
- * Many times the hot entrees are lukewarm or cold.
- * When you advertise nachos & cheese, you should at least try to have it available or ready for the 11:30 lunch shift. the same can be said for having to wait for Bauschburgers.
- * All foods could be warmer, especially breakfast items. Bacon is sometimes very tough.
- * You're doing a great job! One suggestion: the line for cups/drinks builds up at noon due to inefficiency of the ice machines. Place the cups to the other side of the ice machine and move the ice machines in the corners.
- * Quality of the soup is good, but inconsistent. Don't allow cash at debit card line. Debit card is great! More heart smart entrees.
- * Other than cheese soups more often, the cafeteria is very good. I use the cafeteria primarily for take-out. I would like to see non-styrofoam take-out; I would be willing to buy reusable soup

bowl/plate (B&L/NBA logos).

- * Nice job!

- * Do not operate as a profit center -- pass profits on to employees in better meals, etc.

- * More reduced-calorie, "Weight-Watcher" type entrees (300 calories or less)

- * Coffee is price too high -- particularly given that you have a captive audience.

- * Experiment more often with entrees and other items. For example, you brought in Fuji-Ya Japanese a couple of years ago. Also, we can usually get things like chicken ricardo, chicken cordon bleu when ordering for lunch meetings, but not on normal menu often. I would like to see improved health-conscious entrees. Low in cholesterol does not necessarily mean low in fat. Overall, your service is great and your workers are friendly, courteous, and patient. *Provide nutritional information per serving if known (fat content, fiber grams, etc.)

- * Cook fries longer -- too raw. Cook grilled cheese longer, use less butter so they will brown. Your tomato sauce is lousy -- get a regular sauce. I stopped buying pasta on account of your sauce. You need "signs". You never make enough muffins -- always run out before 9:30 a.m. Get more muffins, less donuts.

- * Offer pizza every day. Stop trying to turn me into a health food fanatic/vegetarian. The "Early Bird Special" should be offered all year and through lunch. Mount the cream & sugar holders on walls by cashiers so those morons stop mixing their

coffee in front of them, blocking everyone else. Have steak delite more often.

- * Offer Pepsi products, namely Diet Pepsi. A very large employee group would greatly appreciate the additional choice. Also, a new toaster would be nice.

- * Offer a variety of pizza one day and serve vegetarian meals more besides a vegetable plate.

- * Might want to try pump dispenser for ketchup and mustard instead of spoons and packets. It's hard to get milk out of coolers with crates arranged as they are -- maybe offer milk on tap. Also, hate it when milk is frozen.

- * Your pizza is great -- offer it every day.

- * This is an excellent operation. As you contemplate improvement, please remember to sustain that which you already have -- performance above expectation.

- * Overall, food is very good with service to match. I would like to see some improvement in soups. Some days cream soups are thick and some days they are not. Also, in soups with chicken, stop using chicken parts -- use chicken breast; if it raises the price, I will pay it! Also, maybe reduce the salt content somewhat.

- * You continue to offer the best value for my lunch in dollars.

- * Improve: coffee, bagels, consistently good soups. Overall, the cafeteria provides excellent value for employees -- only a few improvements need to be made.

- * The quality and variety of entrees is usually lacking and is very unappealing most days. Without the basic grill items and

salad bar I would probably eat out more often.

- * A sign over grill area for which side of counter for grill specials or regular hot dogs or hamburgers, etc.

- * Lower the price on the salad bar. It is too high! Add variety to grill items such as grilled chicken breast sandwiches. FROZEN YOGURT!

- * Ensure all cashiers are open during peak times to minimize delays.

- * I have noticed some turnover in employees in the entree and grill line. Something should be done to maintain a stable group of servers in those areas in order to lessen the learning curve. As far as friendliness, new employees should be trained in customer service.

- * Entree selection and quality needs to be upgraded substantially. Suggest concentrating on modern healthy cuisine like Cajun chicken and pork stir-fry. Also, more Italian entrees frequently would be appreciated. Finally, I recommend making the excellent Italian subs and maybe one or two other subs from the same supplier and everyday fixture on the menu. It would be a healthy everyday alternative to greasier grill items.

- * I find Rich McQueen offensive, difficult to talk to, and not very accommodating. That is why I am bringing my lunch more often.

- * Fire Rich and get Mary Lou to run it!! (And I am not joking!)

- * Breakfast made to order. Charge external coffee cups only \$.40 -- same as "plastic" B&L mug -- I, for one, only want to drink from glass, not plastic. Sell coffee and drinks after 1:00 p.m.

- * Salad bar -- clearly identify the low cholesterol salad dressings. Overall great job from the entire team.
- * Manager needs to take a team training course to improve attitude towards employees and customers.
- * Changing the menu to a more adult fare (i.e. no hamburger, macaroni, etc.) would be a big improvement. Also, don't skimp on some basics -- use better quality items (i.e. better brand yogurt, don't put ketchup in servers, better quality salad dressings, cream cheese with flavor, etc.) Those things are worth paying for to me!
- * Would like to see more selections on salad bar.
- * When a dish is hot & spicy, indicate it on the menu -- had a "Nigerian Stew" or whatever a few weeks back and made my throat tighten. Benchmark local prices AND BEAT THEM! Offer a card incentive e.g spend more than \$10.00 per week, get 10% off (or something else to reduce cost).
- * Keep up the good work!
- * Get a pasta sauce with flavor. Present sauce tastes like wood.
- * Less salt in the soups. Salt substitute on the tables.
- * I eat in the cafeteria four lunches per week. I come late (12:30) so I recognize the supply is somewhat limited at that time. I eat, 95% of the time, soups and salad with bread. I believe you are doing a great job and your catering for our meetings has also been at this standard. I am also glad the "card" line takes cash customers now.
- * I'd love to see large GLASS drinking glasses! Especially in place of the small water glasses by water. Make it easier to get

a glass of ice water... the perfect health drink.

* I think your drink prices, especially juices, are too high. Also, order more of the most popular cookies, i.e. chocolate chip... they run out too fast. Otherwise, it's a great place.

* The small coffee cup should be used for a small juice cup, maybe \$.45.

* Have a complete meal for one price -- bread/roll, vegetable soup, entree -- \$4.99? Or medium salad, small drink. I like the holiday special -- maybe everyday or at least once a week?

* For some reason, a lot of people complain and expect home cooking. You do a good job. My only comment is that I miss the lite plate (3 scoops -- tuna, egg, cottage cheese for \$1.85). I look for value, which is disappearing. The fruit plate is too expensive the large julienne salad is too big with too many cheeses. It is difficult to justify over \$3.00 per day for lunch and coffee during the day -- \$1,000+ per year.

* Better freshness, especially salad bar, sandwich bar (bread) and fruits and vegetables.

* Would like to see breakfast sandwiches or English muffins offered more than once per week (Fridays). The Monday-Thursday breakfast sandwich you offer is not good in my opinion. Thank you.

* Items that are low in saturated fats and cholesterol should be offered on the menu. Also 1% milk should be made available for coffee. Also, low fat margarine.

* I am very pleased that the cafeteria is open for "C" shift. Eating here is cheaper than ordering out and the food in here

generally tastes a lot better. I think if you widened your menu, you would make more money. A lot of people still order out! Pizza and subs.

- * Please clean the inside cafeteria.

- * The cafeteria atmosphere is one that suggests the people who eat there are not really customers. But more of "here it is, if you like it, okay, if not, too bad." The best suggestion that I could give is to bring a food chain in from the outside. McDonald's would be a great change to anything the present management could do at this point.

- * the cafeteria as a whole needs to have all of its areas ready and prepared to serve food at 11:00, not 11:10.

- * Revise condiment area to ease bottleneck.

- * Don't overcook vegetables. More variety on breakfast items -- pastries, jellies, REAL butter. Real butter. Afternoon snacks. Real butter.

- * Continue to add ethnic foods, i.e. Greek, Mexican, Cajun, etc.

- * Improve menu selections. Try serving some new soups.

- * Add microwaves to heat your often cold vegetables. There are times when I cannot use my debit card because no one is at the register. Staff the registers or add more card readers.

- * More care should be made in the grill area to be ready for the lunch rush. It takes too long to get your order and you have to repeat yourself often.

- * If I come late for lunch, I dread those long lines. I like my food as HOT as possible. Why not have four cashiers after 11:30?

You guys do a hell of a job. Rich, the cafeteria has come a long way since you've been here!

- * They made a large south dining room and then it's closed 50% of the time for private functions making it hard to find a table anyway. How about cranberry juice in one of the dispensers?

- * More pre-made small julienne salads -- by noon they are usually gone and that seems to be the busiest time.

- * Selections of desserts (fruit, pudding) disappears by 12:20.

- * Overall Rich runs a very good cafeteria. Sometimes the entree server are absent from 12:30 to 1:00 p.m. until they are found. Lenora is slow and makes mistakes, although she's very friendly. You run out of camomile court tea too often. Could use a few more breakfast items: fruit salad... eggs are very "sulfury" on most days. Consider getting BEER.

- * Would be helpful to label soups so that one knows which one is which.

- * Need more check-outs --food is cold by the time we are seated. resent the fact that we must eat in the hall when "special" lunches are booked into the dining area. Have the maintenance people change the filters so we an get a drink of water from the dispenser.

- * Make sure soups is available and fresh after 12 noon -- it's not! get more dessert types (i.e. pecan pie, others). Provide some special things more often as standard items even though pricey, such as individual steaks. Get rid of the forever Friday fish emphasis.

- * The ice machines are of poor quality.
- * Update pricing on items offered via the secretary for catering services! Our CLD office manual was last updated 10/91. Are prices the same as they were 17 months ago? Communicate via announcement or voice mail new services or food items offered to those you serve.
- * How about a "toll booth" basket where you could put the correct change and move right through? How about trying a zucchini soup? Thanks for instituting recycling!
- * Get styrofoam bowls for large salad take-out. Current flat platters spill food when putting on dressing and dressing spills over sides, creating a mess. Would be nice if there was some way to cook the vegetables so that they were crispier, veggies have that "cafeteria" taste and texture as though they've been cooked a little too long.
- * Sometimes quantity is very little, especially in entrees and desserts. Sometimes grill is not cleaned. Muslim workers object to cooking pork together on the grill. It should be separately cooked -- Muslim workers are not happy.
- * Out of stock is one of the biggest issues.
- * Work with the Fitness Center to make more healthy, reasonable priced meals.
- * Just see to it that food is fresh and cooked properly.
- * Need a better return policy. Rich needs to lighten up.
- * Coffee is priced too high -- particularly given that you have a captive audience.

FOCUS GROUP ONE

Q1. What general categories of foods are not offered in the cafeteria that you would like to see there?

- A.
- Heart Smart
 - Hot vegetables
 - HOT FOODS!
 - Diet foods--get frozen yogurt machine
 - More Pepsi products
 - Snapple or "Nantucket Nectars" or something
 - No fresh fruit on salad bar and often a choice of just three different vegetables
 - We always get the leftovers!
 - Night menus should be at least similar to day
 - Menus not easy to find (don't know if this is a supervisor's problem) but be sure that there's at least one on every bulletin board--or at least one in each manufacturing area
 - Rich yelled at a guy one day for taking a couple of styrofoam plates and plastic silverware--he's really rude to people on this shift
 - Don't think you should have to pay \$.05 for a styrofoam cup
 - Get bottled water, maybe in vending machines--a lot of the water in fountains is gross (or brown), so can we get bottles of water?
 - There needs to be sinks in breakrooms so employees can

wash hands or dump coffee down instead of into water fountain

- Better selection of food--if there was better quality food, willing to pay more for it! (Order out all the time and pay \$6-\$7 for Chinese or whatever)
- Do different food themes each night (one night Chinese, mexican, Japanese, etc.)
- Days get baked potato bars and hamburger bars and stuff and night doesn't (or if they do, it's all leftovers from during the day)
- More staff needed--they have a 20 minute break, but spend 15 minutes in line
- One night they served pork chops with stuffing and they were good, but \$2.79 for ONE with no vegetables or potatoes or anything
- Why can't they have pre-made salads so they know what it's going to cost
- One day--scoop of cottage cheese--\$1.64
- Improvements have been made since the past but his place is here for US--it's still not what it should be
- Get stuff like lemonade, iced tea--pop isn't what we want all the time--it would be better than water
- Juice is expensive
- Two cartons of milk cost \$1.00
- Cafeteria shouldn't be making a profit--we understand they need to pay the employees. but otherwise, food

should be as low as possible

- Pop dispenser--1/2 the time it's all water and 1/2 the time it's all syrup, or it's flat
- Staff partly at fault--cafeteria opens at 7:00 p.m.; he (Reggie) sits and watches TV until 6:59. He's a great guy, but he doesn't do his job. They both eat while they're working--why? It's only open an hour and a half
- Sometimes only a few of certain "good" items are available; Reggie puts them aside for himself and other employees don't get them
- He has long hair and it's not covered at all--needs a hair net! Hair in food!
- His clothes aren't even sanitary--wears same, greasy pants all week (wear cafeteria clothes or something

Q2. Would you be willing to pay more for better quality?

- Definitely--every night you have a choice of french fries or french fries
- Every night tons of money goes out at 7:30 p.m. because everyone orders out
- Suggestion: What can be done about getting someone else in during nights (instead of Rich) because he won't do what's necessary for us to want to eat there
- Frame Center: Any food on days is also available nights
- They also have all sorts of specials like you but a

B&L cup and get free coffee that week or free refills or something

- Some sort of deal on pop refills would be good, too.
- There's only ONE register open--the one closest to the hallway and sometimes the line will stretch all the way back by the grill
- A supervisor is needed during this lunch shift
- There's more people around at night, too: Executives stay late, Fitness Center people, frame center people for training sessions--so get more staff
- Very inconsistent in charging people at the register--people get the same stuff and are charged differently

Q3. What recommendations can you make about setup/organization?

- Trays--not enough time to walk all the way back to drop off tray! Put a cart near the exit so they can put it there on the way out
- The person at the register spends too much time in the back doing paperwork, often while people are waiting.
- With omelets, you have a choice of a muffin or a biscuit and often there aren't either left but they still get charged full price
- Pasta dishes--they have one price and give you huge amount you can't even eat--maybe have two different sizes with two prices
- One night someone went in to ask for a pitcher of water--Rich went off because it was during lunch hour-

it was just a pitcher of water

- Isn't this supposed to be Food SERVICE
- Cafeteria should at least be open Monday - Friday
- They're basically forced to order out, but then in bread rooms, there's no salt, pepper, napkins, ketchup, straws, forks, spoons, knives, water ever left
- Area 19--Why don't they have more microwaves Area 4 has all of them, which is good for people during the day, but at night, there's more people in Area 19
- Sinks in break rooms would be nice, too!

Miscellaneous:

- Microwaves aren't clean--they're disgusting inside, making you not want to use them
- Rich is going to be our biggest roadblock because he sees nothing but the bottom line
- You have to try things for a month or so--not just a week so that people get a chance to find out about new things
- Weighing things get much too expensive--have set prices
- Why do you have to pay extra for a roll
- We always give Rich new ideas and he says he'll try this, this and this and he never does
- It's made clear to us by Rich really doesn't want this open on this shift

When they need to use the cafeteria for parties, etc.,
he's ridiculous--makes them clean, put tables back in
same exact spot, etc. He thinks this is his personal
domain, not B&L property

FOCUS GROUP TWO

Q1. What general categories are not already in the cafeteria that you would like to see there?

- Salad dressing too salty (even diet)
- Soup is too salty
- Salad dressing not labeled--maybe get labels w/names on handles or color coded
- Diet dressing offered, but you never know which one
- Not allowed to make own choice w/entrees; example - chicken automatically comes w/rice--buy separate items instead
- If you don't get bread (sandwiches) you pay more/ounce
- Maybe explain how/why foods are priced as they are
- Don't always know ingredients in foods (colors, stuff)
- Idea--have employee groups take turns cooking (take a week off regular job and cook) Yeah right!
- Heart Smart foods great
- Much better now than old cafeteria
- Food isn't usually hot enough--also health hazard
- Hamburgers aren't cooked--hassle to go back through line and get new food
- Backup w/cashiers

Q2. What dishes are best?

- Taco salad
- Potato bar

- Spaghetti Almondine
- Health menu
- S&S pork good (but looks disgusting)
- Inconsistent preparation of food!

Q3. What dishes need work?

A. (We take stuff back)

- Put up a sign or something saying you can return food
- Maybe have someone walking around talking to people while eating
- Keep tabs on milk expiration dates
- No price listing on vegetables, etc.
- Different prices at each cashier
- Cards--can never find mine
- Use every day
- Cash people go through card line
- Put slowest cashier on card line
- Why isn't the card working?
- Need to find starting and ending balance
- With cards, things get rung up so quickly you can't tell
- Idea--separate lines? Hot dogs/hamburgers at one; entrees at one, etc.

Q4. Layout/Organization/Finding Things, etc?

- Chopped up
- Like freedom of going from dessert to drink to entree, whatever--save time without lines

- In mornings, because of Fitness Center--have fruit, health stuff right in beginning for people who work out so they can grab it first
- Easy to find things, but things in weird corners people overlook
- Menu published often not what's served
- Strange vegetable combinations (2 green, etc.)
- Fitness Center Idea: Set up cart with brown bag lunches ready to go (right outside the cafeteria -- close to Fitness Center). Order lunch first and just pick up later--could be charged with cards
- Portions, etc. all depend on who's serving
- Physical changes needed--redo cafeteria to make more like restaurant atmosphere so people want to be there (lower ceiling, plants, nicer lighting, etc.)
- Make changes with consultation of focus groups, surveys - Team
- Need a restroom in cafeteria--too far away
- Maybe split back in half so whole part doesn't need to be closed off for special occasions

Prices:

- Great! "Couldn't eat any cheaper anywhere else."
- Employees wouldn't mind paying a little more for special services
- Re-do stuff in back too (for employees there). It looks dingy and crowded

- Build a lunch-conference center instead of kicking people out
- Well-liked idea: Offer incentive for card (10% discount) at the cash register; just a 10% off button on register
- Put up posters, etc., for new things going on
- Put debit on magnetic strip on ID badges (we already have to wear them anyway)

FOCUS GROUP THREE

Q1. What general categories of foods are not already there?

- Pretty much have everything
- Everyday there's something
- Try low cholesterol, Heart Smart
- Pierogies

Q2. What could be changed or improved to make cafeteria better?

- Cleaner tables (and on balance, too)
- Once in a while dirty silverware
- Hair in food frequently (mostly pre-made salads) mostly in cafeteria, some must not be wearing hair nets
- Get more cheddar (pre-packaged) cheeses - get rid of ones like gouda, etc., that people don't like
- Sometimes lines too long - usually hold up at grill, especially hamburgers (sometimes raw) - not prepared prior to lunch (12-12:15) - have half made and put on grill when people order (like hot dogs)
- Internal customers not satisfied - more interested in catering than cafeteria
- Soups ladles too long; awkward to use and causes spilling; need to be smaller
- Cold soup
- Often several items gone by 12:00-12:15

Q3. Recommendations about organization and layout of cafeteria

- Layout O.K.--no problem
- Problem with ice machine - long lines waiting for drinks; maybe scoop ice somewhere after drinks
- People do cream & sugar (coffee) there instead of at tables
- List salad bar items at salad bar instead of just on outside board (Confused: fish/chicken)

Q4. Comment on variety of food

- Just needs to be spread out. One day hamburger bar, next day french burger, next is Bausch burger

Quality

- Pasta, sauce, etc, not too good, i.e., Alfredo (often smells nasty)
- Good: Taco salad, shepard's pie, fried chicken, fish fry

Cost

- No problem; just makes portions worth it...example: just 1/2 dish vegetables, one scoop rice, three little potatoes; but sometimes more than enough - just be consistent!
- ***MAJOR THING***cut back on catering, concentrate on cafeteria. Catering can be expensive--cakes, pizzas
Quantity insufficient - exp., four people, eight slices of bread; necessary to send someone to get more food. Often lacking utensils, condiments. Can't call between 11:30 & 1:00 - problem

- Lenora - get her in a position where it's easier and she doesn't look ineffective
- Sometimes keys aren't set up to press one and price comes up
- Complaints: Anticipate turkey dinner and it's imitation turkey - get real turkey!

FOCUS GROUP FOUR

Q1. What types of foods are not offered in the cafeteria that you would like to see there?

- Breakfast! REAL scrambles eggs, more of a variety needed
- Fresh fruits--apples, bananas, etc.; fresh fruit salad
- Julienne salads are good
- Salad bar costs too much
- Sloppy Joe's are gross
- Entrees are horrible (example, Sheperd's Pie)
- Food preparation is inconsistent
- Pizza is terrible (the one through catering)
- Salad bar is good but prices are way too high
- Cafeteria should be cheaper all around--bananas, \$.47 each
- Frame Center--cheaper--cream cheese. Much better food there; Grill has grilled cheese, chicken etc.
- Some entrees are expensive
- Catering--you can go anywhere else and get better quality better service cheaper

Q2. What could be improved about the cafeteria that would make you want to eat there more often?

- Overall quality and price (see above)

Q3. What do you think about organization of cafeteria?

- Lines get much too long--cashiers are slow--even in

morning

- After 12:15, soup is like water; some soups are good, but some are so salty you can't eat them
- Chicken wings are good
- Cafeteria needs to be totally overhauled--Rich is too stubborn--try to give him recommendations, he cuts you off
- For catering, you have to call 24 hours ahead to get a coffee cart! Should be able to call and get ASAP. Secretaries shouldn't have to go get food carts themselves if catering has not been called 24 hours ahead
- Tables could use some work--they're all wobbly
- New add-on is really nice

Q4. What do you think about cleanliness/service?

- Dishwashing department needs some work! Lots of dirty silverware

FOCUS GROUP FIVE

Q1. What general categories of foods that are not already in the cafeteria would like to see?

- There's always a variety--usually something for everyone
- Most disappointing is salad bar--especially dressings
- Salad dressings--not enough selections
- Taco/burrito bar sometimes
- List calorie/sodium/fat/cholesterol/carbohydrates with Heart Smart foods
- Potato bar is great--so is pizza, cheeseburgers
- Terrible: Pasta is overcooked
- More dishes with chicken breast in it like broccoli/chicken casserole, chicken w/wild rice, and chicken w/some light sauce
- Have fresh fruit salad more often (maybe even in mornings for breakfast)

Q2. What could be improved that would make you want to eat there more often?

- More raviolis on salad bar
- Lines are always so long
- Plastic card line used to be good until they started letting cash people
- Cashiers are friendly; people serving food aren't
- When I first started here, I ordered my burger and

left to get a drink and she yelled at me for leaving and not staying right there.

- Workers act like they're miserable and hate their job
- Have specialty salads (one different each day) For example, Caesar salad, chicken finger salad, salad w/grilled chicken on top, and Cobb salad. (Women are big on this stuff)
- If you don't get there by 12:00 p.m., soup has no substance in it and sandwich bar is all picked apart--especially bread

Q3. What do you think about layout and organization of cafeteria?

- Lines are too long at register
- Silverware line is too hectic, too
- Lines always run into other lines
- Turnovers and muffins (in morning) shouldn't be out in open--put in some kind of case because in summer, flies land on them, people sneeze, etc.
- Fork, knife, etc. section should be somehow utilized on both sides to avoid all the backup. (Just make a 2-sided line like hamburger bar is)

Q4. What do you think about quality of food?

- Pretty good, especially considering it's just a cafeteria, not a restaurant

Prices

- Usually good, but some things are priced proportionately higher (like stuffed pork chops)

- Basically good compared to a restaurant
- Prices on fruit, salad bar too expensive; especially because of heavier items like cottage cheese and pasta. Shouldn't have to pay for salad dressing

Miscellaneous

- Different "feature" desserts once in a while like cheesecake, chocolate mousse, eclairs, etc. (one special thing each day)
- Put a cart or conveyor belt or something near exit of smoking section of cafeteria so people will stop leaving their trays there
- Wet trays are annoying
- Usually pretty clean, though

FOCUS GROUP SIX

Q1. What foods are not already there that you would like to see there?

- GRILLED chicken breast
- Healthier foods--fat free, etc.
- Question whether salads are really fresh all week
- Heart Smart meals aren't that food for you (example: 3 cheese omlete) Lots of calories and lots of fat
- Morning: have fresh fruit salad out or even canned fruit cocktail
- Two flavors of diet soda (there's only diet Coke and some people cannot have caffeine)
- Light items available 2:30-3:00 p.m. (maybe sherbet or low fat yogurt--what about a yogurt machine? Everyone help themselves!)
- Coffee available in the afternoon (maybe even try it on honor system so you don't need staffing)
- Would be interested in display of sodium, fat, etc., especially on Heart Smart because there's a lot of oil, etc., in them
- Food is not hot enough, even at 12:20 (still early)
- Flavored coffees available (even willing to pay more)
Kind of the "in" thing to do now is drink flavored coffee (hazelnuts)

Prices

- Weight on fruit and some salad bar things are too expensive-- \$3.00 for a bowl of fruit one day! \$2.80 for a baked potato
- Hot dogs too expensive--maybe \$.05 for each extra topping
- Salad Bar too high
- Entrees are reasonable, though
- Catering is way too expensive (ends up being \$6-\$7/pp for sandwiches, pizza)
- Cold cuts are not high quality
- How about some low sodium and low fat cold cuts?
- Bowls of salad are way too high (wasteful)
- Oranges, apples, fruits are too expensive
- Inconsistent prices--some things \$2.00 another day half as much could be for \$4.00
- Chicken wings too expensive at salad bar price
- Should maybe be priced per item instead of per ounce

Q2. What could be improved that would make you want to eat there more ?

- Side room gets closed off too often--and it's in the window part! (Sometimes closed for whole week)
- Maybe even still have luncheons there, but keep door open for light
- Help is accommodating
- By 12:30 chocolate chip cookies are gone and soup

filing (noodles, barley, meat, etc.) are gone--just broth left!

- Debit card lines should be ONLY for debit cards!
- Would like some kind of discount of or something (maybe even 5%) and some type of security

Q3. What recommendations do you have about layout, organization?

- Backed up lines around noon--end up running into salad bar people
- Salad bar and sandwich bar need to be functional on BOTH sides (same exact items on both sides)
- Label mayo, miracle whip, salad dressings
- Maybe napkins near salad or sandwich bar
- Another water fountain--gets too backed up in the morning
- Get low fat mayonnaise
- Put butter near sandwiches for bread & butter
- Fat free salad dressings (& not just oil--get the creamy kinds, too
- Be able to get things like hot water or ice (free stuff) without having to go IN because it's a hassle to get around everybody; might eliminate some lines
- Too congested by napkins, utensils
- Move lids by water
- Put water in more convenient location

Q4. What comments do you have about the quality of food in the cafeteria?

- Bad--receive ROTTEN potatoes more than once
- Vegetables cooked too long--broccoli all mushy
- Why is there bacon in the home fries
- Overall variety is pretty good--something for everyone
- Tuna fish is watery--gross! Chicken salad is this CANNED chicken
- Chicken breast
- Good: Pizza, taco salad, veggie pizza
- After Tuesday, question how long (how many days) leftovers have been sitting there
- Connect the card to your badge
- Catering services not very accommodating--hassles from Rich, makes you feel terrible
- It's better to order from outside--easier and less hassle! "No, I can't." "No, we don't have it!" Needs a better attitude--he's been better since the New Year, though!
- Get old napkins back; these are too small and too thin

