



Overview:

Market Directions conducted a comprehensive field study in the form of a survey for a chain restaurant new to the New England Area. The restaurant was located in the city inside a major mall. The respondents were interviewed as they left the restaurant.

Objectives:

After thorough discussion with the restaurant management team --- the team at the New England Location and the team at the management headquarters— specific objectives were established:

- Measure customer satisfaction levels with food quality categorized by meal: lunch or dinner
- Measure customer feedback on service categories.
- Measure customer feedback on atmosphere and ambience.
- Determine customer profiles.
- Determine if there is any specific entry that is not appealing to a majority of patrons.
- Determine if patron would recommend restaurant to a friend or revisit.

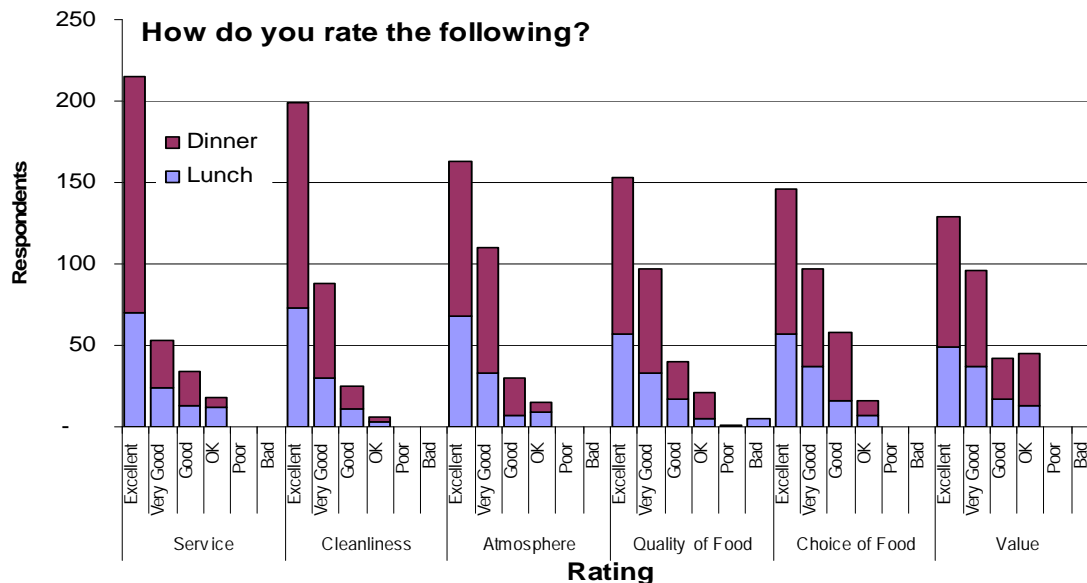
Survey Creation and Data Collection:

- We worked with restaurant management to design questionnaire.
- Paper copies of survey were made for field reps.
- We determined best times to collect data.--- 12:30 to 2:30 and 6:00 to 9:00
- Customers were asked questions by field reps outside the restaurant as they left.
- Data was entered in survey software and analyzed then presented.
- A 1 to 10 rating scale would be used.
- An even number of ratings would be used as to present a “middle” point for the patron to respond neutrally to a question.

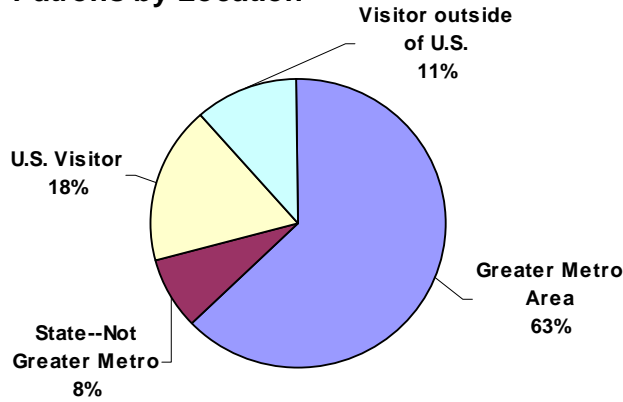
Analysis and Reporting:

The experienced Market Directions team analyzed the data using advanced statistical analysis and in-house market research methods. Our final report consisted of frequency distributions by question, cross tabulations, verbatim open-ended responses and implications. Our final solution consisted of actionable steps and recommendations that met the objectives established.

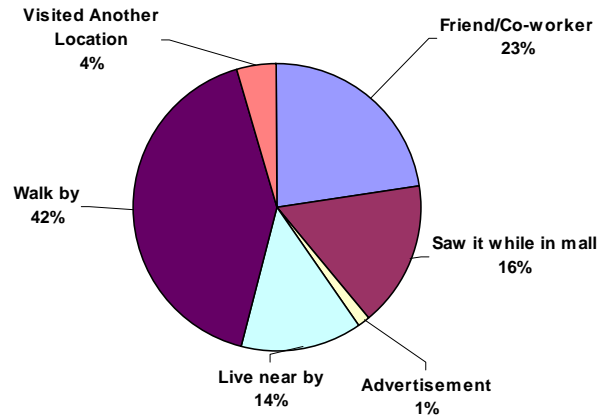
Sample Data Charts:



Patrons by Location



How did respondent hear about....



Sample Data Table

Q6. How do you rate the following?		Both	Lunch	Dinner	Both	Lunch	Dinner
	Total Surveys	318	117	201	100%	37%	63%
Service	Excellent	214	70	145	68%	60%	72%
	Very Good	53	24	29	17%	21%	14%
	Good	34	13	21	11%	11%	10%
	OK	18	12	6	6%	10%	3%
	Poor	-	-	-	0%	0%	0%
	Bad	-	-	-	0%	0%	0%
Cleanliness	Excellent	199	73	126	63%	62%	63%
	Very Good	88	30	58	28%	26%	29%
	Good	25	11	14	8%	9%	7%
	OK	6	3	3	2%	3%	1%
	Poor	-	-	-	0%	0%	0%
	Bad	-	-	-	0%	0%	0%
Atmosphere	Excellent	163	68	95	51%	58%	47%
	Very Good	110	33	77	35%	28%	38%
	Good	30	7	23	9%	6%	11%
	OK	15	9	6	5%	8%	3%
	Poor	-	-	-	0%	0%	0%
	Bad	-	-	-	0%	0%	0%
Quality of Food	Excellent	153	57	96	48%	49%	48%
	Very Good	97	33	64	31%	28%	32%
	Good	40	17	23	13%	15%	12%
	OK	21	5	16	7%	4%	8%
	Poor	1	-	1	0%	0%	1%
	Bad	5	5	-	2%	4%	0%
Choice of Food	Excellent	146	57	89	46%	49%	45%
	Very Good	97	37	60	31%	32%	30%
	Good	58	16	42	18%	14%	21%
	OK	16	7	9	5%	6%	5%
	Poor	-	-	-	0%	0%	0%
	Bad	-	-	-	0%	0%	0%
Value	Excellent	129	49	80	41%	42%	41%
	Very Good	96	37	59	31%	32%	30%
	Good	42	17	25	13%	15%	13%
	OK	46	13	32	15%	12%	16%
	Poor	-	-	-	0%	0%	0%
	Bad	-	-	-	0%	0%	0%
Parking	Excellent	23	5	18	7%	22%	78%
	Very Good	11	8	3	3%	73%	27%
	Good	9	2	7	3%	22%	78%
	OK	21	9	12	7%	43%	57%

**Analysis of Respondents who stated "No" when asked:
Q7. Would you recommend the RESTAURANT to a friend?
An Analysis of the Good and the Bad**

July 8 Lunch Details --- 1 Survey-- 2 Patrons

- ✓ First Time at RESTAURANT
Party of 2 Steak Salad
Spent \$67

Stated "*Slow Service*" as reason for not recommending to a friend.

Answer to Question 9--- **Overall Rating = 5**

Age: 45-60 Female
Live outside of City

Stated they would not recommend the restaurant to a friend because "*they were not pleased*" and rated Atmosphere, Quality of Food and Value as "ok" on Question 6.

An overall rating of 6.

They were 2 couples of 2 males and 2 females ages 25 to 44.

July 11, Lunch Details - 6 Surveys - 9 Patrons

- ✓ Five of the 6 Respondents were with the same party
They work in the Area and have visited the restaurant before, --
stated they have visited weekly

Menu Selections:

Entrée Salad Sandwiches
The spent between \$90 and \$100

They stated that they would not recommend the RESTAURANT to a friend because:

- *Kitchen taking too long*
- *Salad dressing isn't good - salad wilt - soaked in dressing*
- *The restaurant was good at the beginning but it's been getting worse.*
- *Waiters are talking to long to bring out the salads.*
- *The last two times visited were awful.*

An overall rating of "2"

They live and work in the Metro Area
Males, Ages: 45 to 60

- ✓ This survey was from a party of 4, who lives and works in the area and has visited the restaurant several times.

Menu Selections

Chicken Pasta Seafood Appetizer Wine/Cocktail
Spent \$120.

The reason they would not recommend the restaurant was because the "*food was bad.*"

An overall rating of "4".

They were between the ages of 25 to 44 and were both male and female patrons.

- ✓ The surveys were filled out from a party of four who also live and work in the area and have visited the restaurant before.

Menu Selections

Chicken Pasta Seafood Appetizer
Spent \$120.

They stated that the reason they would not recommend the restaurant to a friend was because the "*food was bad.*"

An overall rating of "5"

Two couples ages 25-44 and 45 to 60.

- ✓ Visits the restaurant at least monthly and represents a party of four patrons.

Menu Selections

Chicken Pasta Steak Dessert

They would not recommend the restaurant because they said "*the food was bad.*"

An overall rating of "4"

The party consisted of both males and females ages 25 to 44 and they live and work in the Metro Area.

July 11, Dinner Details - 4 Surveys - 16 Patrons

- ✓ Two surveys were from a party of 4 and were visiting from Europe, they have visited other locations.

Menu Selections

Entrée Salad Soup
Spent around \$50 per couple

Net Promoter Score

Q7. Would you recommend to a friend?

Responses to this question are of particular significance because current trends by companies who consistently rank superior in customer service use it to develop a net promoter score. A net promoter score (NPS) is obtained by asking this single question and responses are categorized into three groups: Promoters, Passives and Detractors. By asking customers whether they would put their own credibility on the line by recommending the RESTAURANT to a friend, net promoter scores, can be indicators of loyalty and future behavior and, therefore, sales growth.

While only five percent responding "no" directly to the question about recommending the RESTAURANT --- the NPS together with your overall rating of 8.3 and individual element ratings of service, and quality (Question 6) gives the RESTAURANT Management metrics to benchmark, against other locations, other restaurants and a baseline for improvement. To grow, a company must increase the percentage of promoters and decrease the percentage of detractors - two distinct processes that must be thoughtfully managed.