

**Tell Us- Fall 2010  
Customer Service Executive Summary**

In an effort to assess the perception of customer service provided by Union locations, two survey students were hired to administer surveys to customers at the location of service. The survey students approached customers at various days and times of day. The survey students were asked to collect at least 40 survey responses per Union location. The students collected surveys from two locations each week. Customers who completed the survey received a free drink coupon. Survey responses were collected from September 02 until December 01, 2010. A total of 842 complete responses were collected from this survey. The same survey can be found online, though the results from the online survey are not included in this report because they are viewed as critical incidences that don't necessarily reflect the everyday customer experience. The survey included items about service, quality, and improvement. The full survey is appended to the end of this summary.

**Survey respondents**

Of the 842 survey responses, 64.6% were daily Unions visitors, while another quarter visited weekly. The total numbers of male and female customers surveyed varied by 0.5%. Only 27 respondents visited the Student Unions less than a few times per month.

**Table 1. User Demographics**

	Gender (%)		Classification (%)							Housing (%)	
	M	F	Fresh	Soph	Jr	Sr	Grad Student	Faculty /Staff	None of the Above	On Campus	Off Campus
Daily	49.5	50.5	61.0	20.1	8.4	5.0	2.2	1.9	1.3	53.9	46.1
Weekly	46.8	53.2	21.6	33.3	22.5	13.5	6.8	1.4	0.9	15.4	84.5
A few times per month	67.4	32.6	6.7	11.1	28.9	37.8	6.7	6.7	2.2	2.2	97.8

Source: 2010 Student Union Tell Us Survey

Customers were asked "Have you visited this location before?" with the response choices "Yes" or "No." 87.5% of the customers surveyed responded "Yes", indicating a large number of returning customers.

**Findings**

The survey included seven satisfaction questions. Using a correlation analysis with overall satisfaction, it was found that customers surveyed in the restaurants associated promptness of service, employee attentiveness, and employee friendliness with their overall satisfaction. An r value of 0.4 is not a strong correlation, but it is significant compared to the other factors. For the retail locations, there is a much stronger link between quality service, employee friendliness, and employee attentiveness, and overall satisfaction. The data indicates that the strongest correlations appear for trainable, employee behaviors rather than conditions that are out of the scope of employee control, such as wait time and

product quality. To increase overall customer satisfaction, it would be most productive to consider those dimensions that are most strongly related to overall customer satisfaction.

**Table2. Correlation analysis**

Dining- Factor v. Overall satisfaction		Retail*- Factor v. Overall satisfaction	
	r value		r value
Employee Appearance	0.3562	Employee Appearance	0.2865
<b>Employee Friendliness</b>	<b>0.3938</b>	<b>Employee Friendliness</b>	<b>0.6632</b>
<b>Promptness of Service</b>	<b>0.4188</b>	Promptness of Service	0.2340
<b>Employee Attentiveness</b>	<b>0.4055</b>	<b>Employee Attentiveness</b>	<b>0.6596</b>
Order Completed Correctly	0.2576	Product Quality	0.1849
Food Quality	0.3051	<b>Quality of Service</b>	<b>0.6801</b>
Wait Time	0.3200	Wait Time	0.2966

\*Retail locations include: Boost/UMart, Gallagher Theatre, Games Room, and Fast Copy/Design.

Keeping in mind these quality dimensions, this report examines five areas of customer service in dining and retail services at the Arizona Student Unions: Union employee service; promptness of service; menu options and quality; and marketing and improvement opportunities.

Union Employee Assessment

In an effort to assess the Customer Service Trainings developed by the Professional Development committee, the survey includes five questions concerning the greetings and thanks provided by employees, as well as satisfaction questions about the employees’ appearance, friendliness, and attentiveness.

Customers were asked, “Did we greet you with a smile?” with the response options “Yes” or “No.” Out of the total respondents, 77.6% replied “Yes,” 17.8% replied “No,” and 4.6% did not respond.

**Table 3a. Union Employee Assessment- smile**

Q6. Were you greeted with a smile?	Percent		# Respondents
	Yes	No	
3 Cheese	100.0	0.0	41
Cellar	100.0	0.0	40
Chick-fil-A	100.0	0.0	42
Redington	97.4	2.6	41
Sonora	89.7	10.3	40
Games Room	88.6	11.4	40
PAM	87.5	12.5	40
Core@PSU	85.7	14.3	40
IQ	84.6	15.4	40
Gallagher	83.8	16.2	40
Highland	82.9	17.1	41
Eller	82.5	17.5	40
Bagel Talk	82.1	17.9	40
Starbucks	81.6	18.4	40
On Deck	75.5	24.5	51
Cactus	75.0	25.0	40
Canyon	65.8	34.2	40
Bookend	65.0	35.0	40
Core	61.5	38.5	40
U-Mart/Boost	60.0	40.0	50

Source: 2010 Arizona Student Union Tell Us Survey

In essence, a large majority of customers (95.6%) are either somewhat or strongly satisfied with employee friendliness if they are greeted with a smile. The number drops to 76.7% if the customer is not greeted with a smile. While this is still a majority, differentiating the overall satisfaction reveals that a smile is often the difference between a strongly satisfied customer and a somewhat satisfied customer (See table 3b).

**Table 3b. Smile vs. satisfaction**

Q6. Were you greeted with a smile?	Percent		Employee Friendliness Satisfaction (Scale 1-5)	Overall Satisfaction (Scale 1-5)
	Strongly Satisfied	Somewhat Satisfied		
Yes (663)	75.8	19.8	4.71	4.76
No (150)	10	66.7	3.85	4.41

Source: 2010 Student Union Tell Us Survey

Of those who are greeted with a smile, 75.8% are strongly satisfied and 19.8% somewhat satisfied. Of those who are not greeted with a smile, only 10% are strongly satisfied while 66.7% are somewhat satisfied. In this case, 65.8% of customers who were strongly satisfied with employee friendliness have lowered their level of satisfaction. The overall satisfaction drops from a 4.76 when customers are greeted with a smile to a 4.41 when they are not greeted. Employee friendliness correlates positively with overall satisfaction for both dining and retail locations ( $r$  equals 0.3938 and 0.6632, respectively).

Customers were asked “Did the employee thank you?” with the response options “Yes” or “No.” Out of the total respondents, 70.2% replied “Yes,” 27.8% replied “No,” while 2% chose not to respond.

**Table 4a. Union Employee Assessment- thank you**

Q8. Did the employee thank you?	Percent		# Respondents
	Yes	No	
Chik-fil-A	97.6	2.4	42
Gallagher Theatre	95.0	5.0	40
3 Cheese	90.2	7.3	41
Cellar Bistro	90.0	10.0	40
Bagel Talk	87.5	12.5	40
Park Avenue Market (PSU)	85.0	15.0	40
Core at PSU	80.0	20.0	40
On Deck Deli	74.5	23.5	51
Fast Copy/Design	73.3	20.0	15
Games Room	70.0	22.5	40
Highland Market	68.3	31.7	41
Redington Restaurant	68.3	31.7	41
Umart/Boost	68.0	30.0	50
Café Sonora	67.5	30.0	40
Cactus Grill	65.0	35.0	40
BookEnd Café	62.5	35.0	40
Eller Deli	57.5	27.5	40
Core	47.5	52.5	40
Canyon Café	45.0	55.0	40
Starbucks	45.0	50.0	40
IQ Fresh	37.5	62.5	40

Source: 2010 Arizona Student Union Tell Us Survey

Overall, a large majority of customers (95.3%) are either somewhat or strongly satisfied with employee friendliness if they are thanked. The number drops to 85% somewhat or strongly satisfied if the customer is not thanked.

**Table 4b. Thank you vs. satisfaction**

Q8. Did the employee thank you?	Percent		Employee Friendliness Satisfaction (Scale 1-5)	Overall Satisfaction (Scale 1-5)
	Strongly Satisfied	Somewhat Satisfied		
Yes (591)	79.8	18.5	4.67	4.78
No (234)	49.8	49.8	4.23	4.49

Source: 2010 Student Union Tell Us Survey

To a lesser degree than “greeting with a smile,” a thank you can sometimes be the difference between a strongly satisfied customer and a somewhat satisfied customer. Of those who are thanked, 79.8% are strongly satisfied and 18.5% somewhat satisfied. Of those who are not thanked, 49.8% are strongly satisfied and 49.8% are somewhat satisfied, a loss of 30% of customers satisfied with employee friendliness.

Promptness of service

To test the promptness of service, or rather, how quickly services are provided; customers were asked a series of questions regarding their time. One type of question was a “rate your level of satisfaction” question with both “promptness of service” and “wait time.” The promptness of service category was intended to determine the customer’s satisfaction with how quickly they were greeted while the wait time was intended to determine the amount of time the customer waited for their order.

Of the 842 total responses for the Unions, a majority of customers (71.0%) were “strongly satisfied” with the promptness of service. Promptness of service is most strongly correlated with overall satisfaction for Dining Services locations.

**Table 5. Promptness of service**

	Scale 1-5
Boost/Umart	4.92
BookEnd Café	4.90
3 Cheese	4.88
Café Sonora	4.88
Chik-fil-A	4.88
Games Room	4.85
Starbucks	4.75
Fast Copy/Design	4.71
Bagel Talk	4.68
Redington Restaurant	4.68
Core at PSU	4.65
Canyon Café	4.63
Core	4.63
Gallagher Theatre	4.63
Cactus Grill	4.60
On Deck Deli	4.59
IQ Fresh	4.53
Highland Market	4.49
Cellar Bistro	4.45
Park Avenue Market (PSU)	4.20
Eller Deli	4.10

Source: 2010 Student Union Tell Us Survey

Customers were asked “approximately how long did you wait for your order?” with the response options in blocks of five minutes. Customers were also asked to “Please rate the level of satisfaction for the following: Wait time” with the response options on a scale of “Strongly Dissatisfied” to “Strongly Satisfied” with a “not applicable” option.

**Please rate the level of satisfaction for the following:**

Wait Time Response	mins				Avg. wait time (mins)
	<5 mins	6-10 mins	11-15 mins	16-20 mins	
Strongly Satisfied (478)	435	37	4	0	3.5
Somewhat Satisfied (161)	74	80	6	0	5.8
Neither (45)	12	24	8	0	7.4
Somewhat Dissatisfied (8)	0	2	5	1	12.4
Strongly Dissatisfied (1)	0	0	0	1	18.0

Source: 2010 Student Union Tell Us Survey

Of the total survey respondents, those that replied “strongly satisfied” had an average wait time of 3.5 minutes.

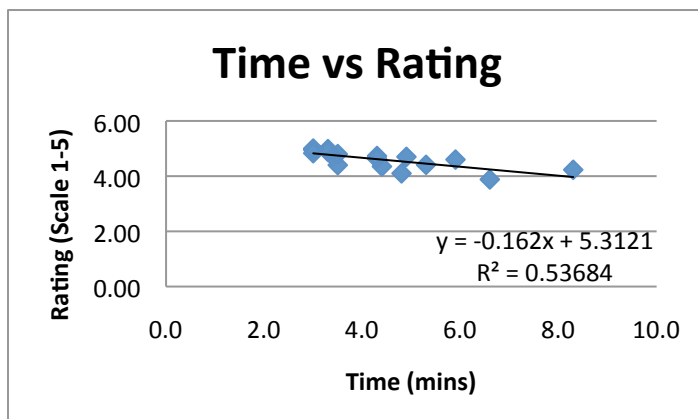
**Table 6. Average wait time per location**

Location	Time	Scale 1-5
		Wait time rating
3 Cheese	3.0	4.95
Café Sonora	3.0	4.83
Redington Restaurant	3.0	5.00
Bagel Talk	3.3	4.98
Chik-fil-A	3.3	4.88
Canyon Cafe	3.4	4.72
Core at PSU	3.5	4.40
Starbucks	3.5	4.80
BookEnd Cafe	4.3	4.73
Core	4.3	4.63
On Deck Deli	4.4	4.35
Park Avenue Market (PSU)	4.8	4.10
Cactus Grill	4.9	4.70
Highland Market	5.3	4.41
IQ Fresh	5.9	4.60
Eller Deli	6.6	3.88
Cellar Bistro	8.3	4.23

Source: 2010 Student Union Tell Us Survey

The average wait time for every restaurant is below ten minutes.

**Figure 1. Order wait time vs. wait time satisfaction rating**



As the average wait time increases for each location, the wait time satisfaction decreases. While not uniform for all restaurants, the longer a person waits for their order, the less satisfied they are with the wait time. The majority of Unions locations complete orders in less than five minutes. The correlation for these factors is not very strong, but generally, customers are most satisfied when served in less than five minutes.

#### Menu options and quality

The survey asks customers to rate their level of satisfaction with “order completed correctly.” This information is used to measure whether or not the product the customer requested was the product that they received. Many locations received near-perfect scores for this characteristic. The survey also asks customers to rate their level of satisfaction with “quality of the product or service.” This information is used to measure the quality of the materials used in making the product or the quality of the services provided. Some of the locations received near-perfect scores in both of these categories and none of the locations received a score below 4.40. Quality of service is linked to overall satisfaction for retail locations\* (see table 2).



**Table7. Product quality**

Q7. Please rate the level of satisfaction with the following:	Scale 1-5		
	Order completed correctly	Quality of Product/Service	
Redington Restaurant	5.00	Highland Market	4.98
Boost/Umart	5.00	Cellar Bistro	4.88
Café Sonora	4.98	Core @PSU	4.85
Chik-fil-A	4.98	Starbucks	4.85
Core @PSU	4.98	Cactus Grill	4.83
3 Cheeses & A Noodle	4.95	Redington Restaurant	4.83
Bagel Talk	4.95	Chik-fil-A	4.76
Cellar Bistro	4.95	On Deck Deli	4.75
BookEnd Café	4.93	Boost/Umart	4.74
Highland Market	4.93	IQ Fresh	4.73
Park Avenue Market	4.93	Games Room	4.73
Fast Copy/Design	4.92	Fast Copy/Design	4.71
Core	4.85	3 Cheeses & A Noodle	4.68
On Deck Deli	4.84	BookEnd Café	4.68
Eller Deli	4.81	Bagel Talk	4.63
Cactus Grill	4.80	Core	4.60
Canyon Café	4.78	Café Sonora	4.58
Starbucks	4.78	Gallagher Theatre	4.58
IQ Fresh	4.59	Park Avenue Market	4.48
Games Room	4.43	Eller Deli	4.44
Gallagher Theatre	4.42	Canyon Café	4.43

Source: 2010 Arizona Student Union Tell Us Survey

Customers were asked “Was the location clean?” with the response choices “Yes” or “No”. Overall, 97.4% of customers marked that the location was clean. Only four dining locations and one retail location had customers mark “No” (3 Cheese, Cactus Grill, Canyon Café, Café Sonora, and Gallagher Theater). Of those who marked “No,” the primary complaints were dirty tables or sticky floors. All responses were above 89% of the customers stating that the location was clean.

#### Marketing and Improvement Opportunities

Union Customers were presented with four reasons why they may have chosen to visit the Union location, including “convenient location”, “convenient hours”, “I like the menu options”, and “I like the pricing”, with an option for “other” and room for comments. A majority of customers visit Union locations because they like menu options/store offerings (59.5%). Many customers also visit because of

the convenient location and other reasons (37.8% and 28.7%, respectively). Some of the common comments for other included words such as: quick, healthy, and fresh. Often customers would comment that the restaurant or retail locations were their “regular place” or a “good place to study.” Many customers visit the Union restaurants for special events, including: \$3 Savvy Student Wednesday, Family Weekend, Thanksgiving Dinner at the PSU, and \$5 Friday. Locations such as the Redington Restaurant and Cellar Bistro had customers comment that they enjoyed the atmosphere and felt “exclusive.” One of the most frequent comments was “my friend/professor recommended it.”

**Table 8. Reasons for choosing location**

Why did you choose this restaurant? (Check all that apply):	Percent*				# Responses
	Convenient Location	Convenient Hours	I like the menu options/ store offerings	I like the pricing	
3 Cheeses & A Noodle	9.8	0	<b>41.5</b>	17.1	41
Bagel Talk	35	17.5	<b>40</b>	15	40
BookEnd Café	<b>82.5</b>	15	62.5	25	40
Cactus Grill	15	0	<b>62.5</b>	2.5	40
Café Sonora	20	0	<b>40</b>	12.5	40
Canyon Café	52.5	10	40	<b>80</b>	40
Cellar Bistro	7.5	25	<b>60</b>	10	40
Chik-fil-A	21.4	4.8	<b>69</b>	2.4	42
Core	15	2.5	<b>92.5</b>	5	40
Core @PSU	17.5	0	<b>72.5</b>	5	40
Eller Deli	<b>92.5</b>	12.5	30	5	40
Highland Market	<b>68.3</b>	63.4	39	0	41
IQ Fresh	22.5	5	<b>57.5</b>	2.5	40
On Deck Deli	5.9	1.9	5.9	<b>37.2</b>	51
Park Avenue Market	<b>77.5</b>	12.5	22.5	7.5	40
Redington Restaurant	12.2	0	<b>31.7</b>	2.4	41
Starbucks	37.5	0	<b>82.5</b>	0	40
Boost/Umart	38	0	<b>60</b>	40	50
Fast Copy/Design	53.3	20	<b>60</b>	26.7	15
Gallagher Theatre	35	0	<b>55</b>	42.5	40
Games Room	<b>62.5</b>	10	17.5	5	40

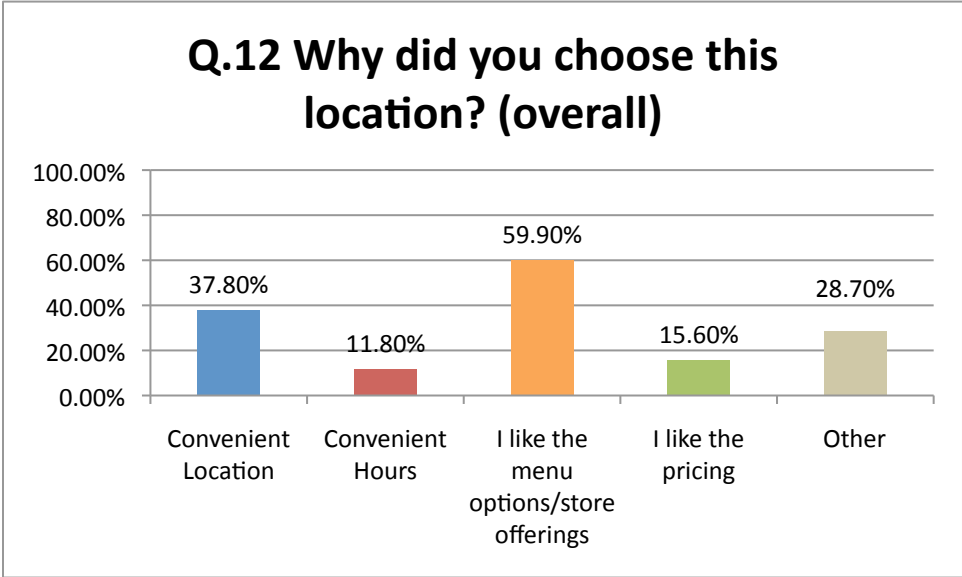
Source: 2010 Student Union Tell Us Survey

\*Row percents may not sum up to 100% because multiple responses are allowed

The reasons for choosing each particular location can be seen in Table 8. The highlighted breakdown includes the main reason customers choose each location. These trends can be used for further marketing of restaurants. For example, the Satellite and C-Store locations have a high percentage of

customers visiting because of “convenient location”: BookEnd Cafe (82.5%), Eller Deli (92.5%), Highland Market (68.3%), and Park Avenue Market (77.5%). These units are satellite locations around campus and are not attached to or contained within the main Memorial Center building. It can also be seen that few locations are chosen because of “convenient hours.” Eight locations had no customers indicate that they visited because of the hours. It is possible that customers do not feel the hours are convenient, but the question is not worded in a way that this conclusion can explicitly can be drawn.

**Figure 2. Reasons for choosing location**



Survey takers were also presented with areas that they feel might need improvement including “food quality”, “menu pricing”, “menu selection”, “employee friendliness”, “wait time”, and “restaurant cleanliness.” This was an optional question. Of the 662 customers responding to this question, a little over half said that pricing needs improvement.

**Table 9. Areas that need improvement**

What areas need improvement? (Check all that apply):	Percent*						# Responses
	Quality	Pricing	Selection	Employee Friendliness	Wait Time	Cleanliness	
3 Cheeses & A Noodle	<b>7.3</b>	3	4.9	4.9	0	0	18
Bagel Talk	45	7.3	0	<b>32.5</b>	0	0	40
BookEnd Café	17.5	<b>46.3</b>	15	27.5	10	0	33
Cactus Grill	5	<b>52.5</b>	5	37.5	30	0	35
Café Sonora	7.5	<b>25</b>	12.5	5	0	7.5	19
Canyon Café	<b>57.5</b>	17.5	32.5	25	7.5	0	39
Cellar Bistro	2.5	45	10	5	<b>50</b>	0	33
Chik-fil-A	23.8	<b>45.2</b>	12.3	11.9	0	0	36
Core	2.5	<b>92.5</b>	0	35	5	0	38
Core @PSU	2.5	<b>52.5</b>	2.5	12.5	5	0	36
Eller Deli	2.5	30	25	12.5	<b>37.5</b>	0	39
Highland Market	0	<b>61</b>	2.4	26.8	26.9	0	37
IQ Fresh	0	<b>50</b>	5	17.5	27.5	0	37
On Deck Deli	<b>11.8</b>	9.8	3.9	9.8	<b>11.8</b>	0	36
Park Avenue Market	15	<b>32.5</b>	10	12.5	30	0	36
Redington Restaurant	0	<b>14.6</b>	<b>14.6</b>	4.9	0	0	18
Starbucks	7.5	<b>52.5</b>	7.5	17.5	7.5	0	31
Boost/Umart	22	<b>82</b>	2	14	0	0	44
Fast Copy/Design	6.7	<b>26.6</b>	0	20	13.3	0	8
Gallagher Theatre	0	0	<b>12.5</b>	10	2.5	2.5	22
Games Room	5	<b>22.5</b>	2.5	5	0	0	27

Source: 2010 Student Union Tell Us Survey

\*Row percents may not sum up to 100% because multiple responses are allowed

For nearly all Union restaurants, pricing is highlighted as the area most needing improvement. Cleanliness, food selection, and food quality were rarely marked as needing improvement.

## Conclusions

The results of the “Tell Us Fall 2010” customer service survey show overall satisfaction at Arizona Student Unions locations. Overall, the results from this semester indicate that customers value prompt service from the Unions’ restaurants. Of the customers surveyed, three quarters are served in less than five minutes. Customers surveyed also look towards attentive and friendly employees to determine overall satisfaction. At the Unions restaurants, 82% of customers surveyed were greeted with a smile

and 70% were thanked. Concerning the satisfaction dimensions, the majority of customers were strongly satisfied in each category. The Unions restaurants were found to be clean by 98% of the customers surveyed. Of the few that did not find the restaurants clean, the primary complaint was dirty tables. Looking towards improvement, the most common complaint is pricing. Employee friendliness is also indicated as needing improvement by many customers and should be evaluated on an individual restaurant basis. In all, 90% of the customers surveyed in the restaurants were repeat customers. A large majority, 97% planned to return to the location on a regular basis. Of those not returning on a regular basis, many were only visiting for a special occasion. The customers indicated that they often visit a particular location on a weekly basis. The Unions' Dining Services customers are likely skilled at recognizing trends and patterns because of how often they frequent the restaurants.

The Fall Semester was the first time that the Unions' retail locations were successfully surveyed with the "Tell Us Fall 2010" survey. Overall, the results indicate that customers of the retail locations value quality service, employee friendliness, and employee attentiveness. The majority of customers are strongly satisfied in all of the satisfaction dimensions. Of the customers surveyed in the retail locations, 75% are greeted with smiles and 79% are thanked. These numbers are lower than the dining services locations, but still the majority. Almost all customers found the locations to be clean. Like Dining Services, pricing is marked by the majority as needing improvement. This should be evaluated on an individual location basis, however, because locations like Gallagher Theatre were complimented on their pricing. A number of improvement suggestions were made that were not included on the original survey. Most of these suggestions were specific to the individual location. Please see individual summaries for more information. Of the customers surveyed, 75% were repeat customers. A large majority, 86%, indicated that they would return on a regular basis. Customers indicated that they do not frequent the retail locations as often as the dining locations: 12% daily, 30% weekly. Many of the customers indicated that they would visit the retail locations more often depending on what was offered, or the selections available.

The individual assessments produced from this survey are useful in determining strengths and weaknesses of each location. For example, the results from the Redington survey were used to re-implement the sandwich bar option at the restaurant. Like the suggestions for improvement, the comments are individualized for each location. For customer comments, please see individual survey summaries.

### **Program Assessment**

In Fall 2010, two survey students worked 10-15 hours per week collecting 40 surveys per location. This strategy proved to be successful compared to previous semesters. Surveys were collected for each location of the Student Union, excluding Off Campus Housing, Meal Plan Office, USA Café, Nucleus, the Post Office, Fast Copy/Design, and the Galleries. Surveys for each location are collected during various time and days, collected within a 1-2 week period. This method allowed for assessment of the individual restaurants. Results were delivered to managers within a timely manner that was relevant for them. There is an online component to the survey. Advertisements were placed in the units in the form of buttons for employees to wear. Ads also appeared on the [union.arizona.edu](http://union.arizona.edu) homepage that linked

customers directly to the survey. Responses from this survey were sent immediately to supervisors and senior management. The data from this survey was not included in this report.

The method will remain the same in Spring 2011. The surveys for the retail units will be changed to add questions that are more relevant to the individual locations. Time permitting, the program hopes to add an observational analysis to the collective data. With another successful semester, the program will be able to trend data from semester to semester.