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Heaps Brick Oven Restaurant: Marketing Survey

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HEAPS BRICK OVEN RESTAURANT
MARKETING SURVEY

Prepared for
Glee Zumbrennen

Prepared by
Scott Greenhalgh
Jay Crum
Dailand Allen
Victor Funk
E. Scott Proctor

B.M. 442 Students
Section 1

November 7, 1985
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EXECUTIVE SUMMARY

This is a report of the findings of the market research project performed by the market research group of Proctor and Associates for the Brick Oven restaurant. Our goal has been to develop information that accurately presents the perceptions of the customers of the Brick Oven restaurant.

The population surveyed was the current customers of the Brick Oven Restaurant. The sample selected was all of the customers who dined at the restaurant during the target week of October 21 to October 26, 1985.

This survey has been limited to the perceptions of current customers of the Brick Oven. No effort has been made to determine the attitudes and feelings of the general population toward this restaurant.

FINDINGS

The overall finding of this project is that, with a few exceptions, the customers of the Brick Oven restaurant are pleased with the quality of their dining experience.

Two items which were brought to our attention were spaghetti and lasagna. Spaghetti received more "good" responses than excellent which may indicate that management attention should be focused on this area. Another item which received fewer "excellent" responses was lasagna. More excellent responses were given than good, however, the number of excellent responses were low in comparison to other menu items. All other menu items received a high percentage of "excellent" responses.

The cross tabulation between the dining time and customer perception of the quality of pizza shows that the weeknight customers are the group most pleased with pizza quality. The Saturday day group is the least satisfied.

Only 66% of the guests that ordered soup on Saturday night felt that their soup was excellent. This is a low rating compared to other dining times.

The results of the cross tabulation of time and hostess courtesy suggests that a problem exists during the day on Saturday. Twenty-five percent of the Saturday daytime customers rated the courtesy of their hostess less than excellent. An average of 14% of the other customer groups felt the same way about hostess courtesy.

A definite problem exists with the guest's perception of the cleanliness of the Brick Oven restaurant on the Saturday day shift. The questions of Lobby and Dining room cleanliness show a weakness during this time period. Seventy-four percent of the Saturday day guest felt that these areas were always clean compared to 84% of the other guests. The cleanliness of the rest room also appears to be suffering. Thirty-five percent of the Saturday customers feel that the rest rooms were less than clean. The salad bar is perceived as less clean on Saturday day with 33% of these guests rating the salad bar cleanliness lower.

A significant finding in the area of quality improvement is also related to weekend day customers. An average of 23% of the other customer categories responded that quality has improved. Only 13% of the Saturday day customers responded in this way. This suggests that for some reason this class of patrons is less satisfied than the other groups.

One of our recommendations is that the Saturday daytime operations be examined. The marketing group does not know why the results for the weekend vary from other time.

The main recommendation that this team has regarding the operation of the Brick Oven restaurant is to continue providing excellent service. The negative results that were found boil down to a semantic
difference between the words excellent and good to about 10% of those questions. Customer perception is what was being tested and we feel that the customer perceives excellent service as being better than good service. If your investigation finds that these results do, in fact, reflect reality, perhaps some employee training regarding customer perception would be in order.

The results of the delivery survey concludes that the majority of the patrons are regular customers and that delivery time is acceptable. Most of the delivery customers never use pizza coupons and order about 4 delivered pizzas a month. Eighty percent responded that free delivery was important to them. Seventy-three percent feel that the price of their delivered pizza is reasonable.
November 7, 1985

A. Glee Zumbrennen, President
Heaps Brick Oven Restaurant
150 East 800 North
Provo, Utah 84601

Dear Mr. Zumbrennen,

Here is the market research that we agreed to provide for your restaurant in September. We feel that you will find the information useful for future decisions.

We found working at the restaurant to be an enjoyable experience. The customers are overwhelmingly pleased with the quality of the Brick Oven. Our own personal dining experiences there have been very pleasant.

We feel that we have learned a great deal about market research from our participation in this project. We have also learned much from the excellent example of a successful business that your restaurant provides.

We thank you for this important opportunity.

Cordially,

PROCTOR AND ASSOCIATES
Market Research Team

ESP:ref
INTRODUCTION

Glee Zumbrennen, President of Heaps Brick Oven Restaurant, is interested in a market research project that will help management understand how well the restaurant is meeting their customer’s expectations of food quality, courtesy, service speed, and price.

Twelve years ago a research survey was done for the Brick Oven. The survey proved to be very useful for identifying areas in which customer’s expectations were not being met by the Brick Oven. As a result of the changes in the restaurant prompted by the survey, day sales increased by 50%. A similar research project is desired by Mr. Zumbrennen at the present time. This research will be conducted by Proctor & Associates, a student research group.

PURPOSE OF THE STUDY

The market of the restaurant's two operating divisions, the store division, and the home delivery division, will be examined in this research project.

The problems that will be addressed by the project are the following:

1. What are the expectations of the current customers (instore and delivery customers) with regard to the items listed below?

2. Is the Brick Oven meeting these expectations?

3. What improvements can the Brick Oven make regarding these items?

The items which will be studied in the two divisions are listed below.
The in-store research will focus on the issues:
- food quality
- server courtesy
- service speed
- price
- word-of-mouth recommendations
- atmosphere
- other significant issues

The home delivery research will concentrate on these items:
- promptness
- food quality
- competition
- other significant issues

METHODOLOGY

Information from in-store guests will be gathered by the use of a questionnaire left at each table, along with a pencil and a thank-you mint, by the attending waitress. The guests will then complete the questionnaire between the time the waitress determines that no more food or service is desired, and the time that the check is delivered. The guest will be asked to deposit the questionnaire in a box by the cashier’s desk.

The questionnaire will be color-coded to differentiate the responses of the guests. The categories of guest are: weekday guest, weekday-evening guests, weekend-day guests, and weekend-night guests.
Information from home delivery customers will be gathered through telephone interviews within one day of the delivery.

The delivery and in-store questionnaires will be tested in advance to assure that the results are what is desired, and that as little bias as possible is introduced into the results.

DATA ANALYSIS

Graphics will be used to aid in the understanding of the findings of the research projects.

The final written report will consist of the findings and recommendations of the research team, the analysis of the raw data, the proposal, and the presentation of the research into graphic form. The report will be bound into a hard-back volume.

LIMITATIONS

The research will be confined to the patrons of the Brick Oven Restaurant. The research project will make no attempt to survey the general attitude or image of the community at large toward the Brick Oven Restaurant.

The research may be biased by the exclusion of all non-Brick Oven customers.

BUDGET

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<td>In-store questionnaires</td>
<td>$78.00</td>
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<tr>
<td>Pencils, paper</td>
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AGREEMENT STATEMENT

The student marketing research group, Proctor & Associates, agrees to complete the previously outlined marketing research and to maintain costs within the budget submitted.

Mr. A. Glee Zumbrennen, President of Heaps Brick Oven agrees to cover the costs of Proctor & Associates during the duration of the marketing research project as prescribed in the budget.

Mr. Zumbrennen understands that neither Brigham Youn University, nor Dr. Ray Andrus of the BYU Marketing Department, is responsible for the performance and conduct of Proctor & Associates.

Mr. Zumbrennen agrees further to be in attendance at the Proctor & Associates' final presentation of the research findings on November 7, 1985, at 8:00 a.m. in room 120 of the Tanner Building on the Brigham Young University campus. At this time Mr. Zumbrennen will submit, on behalf of Heaps Brick Oven, a contribution of $200 to the Marketing Department.
I. INTRODUCTION

This is a report of the findings of the market research project performed by the Market research group of Proctor and Associates for the Brick Oven restaurant.

II. REPORTING LOGIC AND GOALS

The research team, in presenting our findings, has sought to report the entire research information in an unbiased manner. Emphasis has obviously been placed upon those areas which will assist the management of the Brick Oven restaurant in making decisions for future strategies and techniques in customer satisfaction. Our goal has been to develop information that accurately presents the perceptions of the customer of the Brick Oven restaurant.

III. METHODOLOGY

Delivery Service

The questionnaire that was used to gather data from delivery customers was designed to put the customer at ease to get an honest open response over the phone. The questionnaire began with a friendly greeting and personal identification, followed by our statement of purpose. The purpose behind the delivery survey was to provide the best possible delivered pizza to Brick Oven customers. The final statement in the introduction explained that they would only take a few minutes of their time. Because of this statement, very few declined to participate.
To gather data which was representative of the opinions of delivery customers, our researchers used a sequential format that took the customer through a step by step recollection of their buying procedure.

Step one in the buying procedure, and question one, dealt with what prompted them to buy from the Brick Oven. This took them back to their reason for deciding and will be helpful to Brick Oven management to know where to place their emphasis when making efforts to gain market share in the delivery pizza market.

Question two was designated to prompt customers to analyze their frequency in patronizing the Brick Oven. Management will be able to gain an understanding of repeat purchases and customer loyalty.

Question three dealt with delivery time acceptability. The customer recalled the wait experienced for pizza delivery. The information from this question will give management a feeling for customer satisfaction in delivery time of the pizza.

Pizza coupons are the subject of question four. This will give management an idea of the usefulness of coupons in advertising and promotion.

Question five asked the customer to recall the experience of the taste of the Brick Oven delivered pizza compared to competitor's delivered pizza. Brick Oven management will be able to determine from this question if their product needs to be improved.

Question six and seven were placed after question five for a specific reason. We felt that customers usually begin to justify the price and delivery fee reasonably after they have experienced the product itself. Price, which includes delivery fee, is always an important factor.
and will inform the Brick Oven management if price meets customer expectations and if the
delivery fee is financially positioned properly by adding it on at delivery time.

At the conclusion of the questionnaire we located open-ended question. Answers to this
question are usually lasting impressions which stay in the mind of the customer. These answers
will aid management in the development of new ideas and their strategy for success in the
delivery market. They will also provide a concept concerning hidden negative opinions and
overall customer acceptance of Brick Oven restaurant delivery.

Sample selection

With the assistance of the Brick Oven restaurant we were able to obtain a customer list one
to three days old. These lists were collected and data was obtained in the categories of day and
night delivery customers.

This selection process enabled us to gather current information and ideas soon after the
pizza had been delivered. Telephone interviews were made predominantly during the evening
when respondents were more easily accessible. The data gathered was delivered to the team
member responsible for processing.

In-house

The in-house questionnaire was designed to make comparisons between day, night,
weekend day, and weekend night customers in the following main areas:

1. Food quality
2. Service quality
3. Facility cleanliness
4. Prices

The purpose of the survey was to provide a measure of current customer perceptions of the service and food quality at the Brick Oven restaurant. The food quality questions were divided into different product categories to point out specific likes and dislikes. These categories were as follow:

1. Pizza
2. Pan pizza
3. Spaghetti
4. Lasagna
5. Sandwich
6. Soup
7. Bread
8. Salad
9. Dessert
10. Beverage

The service quality was broken up into the following categories:

1. Waitress courtesy and service
2. Hostess courtesy and service
3. Cashier courtesy and service
4. Overall speed of service

Facility Maintenance was divided in the following way:
1. Parking lot  
2. Lobby  
3. Dining Room  
4. Restrooms  
5. Salad Bar

Price was a category by itself.

The population surveyed was the current customers of the Brick Oven Restaurant. The sample selected was all of the customers who dined at the restaurant during the target week of October 21 to October 26, 1985.

Each waitress was given a supply of questionnaires and instructed to present one questionnaire and pencil to each table at the time the check was presented. Instructions were given to the guest to completely fill out the questionnaire and return it to the cashier. At this time a mint was given to each member of the party as means of thanking them for their participation.

The questionnaire itself was printed on heavy paper, an example is provided in the appendix. This size was decided on to be the most convenient for both the guest and service personnel. The questionnaires were gathered at the end of each shift and marked to insure separation of the day, night, weekend, day and weekend night patrons. Every question on this questionnaire was a variable with several different possible answers. Each of the possible answers were assigned a code value that made frequencies and cross tabulations possible.
IV. LIMITATIONS

This survey has been limited to the perceptions of current customers of the Brick Oven. No effort has been made to determine the attitudes and feelings of the general population toward this restaurant.

Another limitation to this research is the semantic interpretations of the words excellent, good, fair, and poor. These words will have different meanings to different people. Our approach has been the assumption that excellent means something better than good and so on.

V. FINDINGS

In house research

The overall findings of this project is that, with few exceptions, the customers of the Brick Oven restaurant are pleased with the quality of their dining experience. This section will explain the information that was gathered by the means of the in-house questionnaire that was administered. The data gathered was processed by the SPSS social statistics program on the VAX computer system at Brigham Young University. The information is presented in the statistical forms of frequencies and cross tabulations. Frequency is the number of times that a certain answer was given in relation to the total answers given. Cross tabulations relate the answers of a question with those of other questions.

Frequencies
One of the advantages of an in-store questionnaire over the previous personal interviewing method of collecting data is that more detailed data was received providing more accurate responses. The interpretation of the data collected about the menu items showed that most of the food quality responses were found in the excellent category. Two items which were brought to our attention were spaghetti and lasagna. First of all, spaghetti had more "good" responses than excellent which may indicate that more attention should be focused on the quality of preparation and taste. Another item which received a lower "excellent" response was the lasagna. Although more excellent responses were given than good, the number of excellent responses were low in comparison to other items indicating that attention might need to be given to this menu item as well. All other menu items received a high percentage of "excellent" responses.

Cross Tabulations

The cross tabulation between the time the guest was dining and their perception of the quality of pizza shows that the week night customers are the group most pleased with pizza quality. The Saturday day group is the least satisfied. The day and weekend night group are essentially equal in their perception of pizza quality. The management of the restaurant may desire to determine what, if anything, is different about the preparation of pizza during the week nights and apply it to the other customer groups. Pizza is most popular on Saturday night when almost 90% of the respondents ordered pizza.

The cross tabulation between time and Pan Pizza quality yielded data that is difficult to interpret. So few people ordered the pan pizza that the question regarding it did not receive enough responses to give a reliable statistic. Ninety percent of the customers responding did not order Pan Pizza. Of those that did respond, more of them directed their answers toward the
good category than is the case with the other items measure. This would suggest that the customers perception of the quality of the Pan Pizza is less than that of other items.

As expected, sandwiches are more popular during the week days than at other times of the week. Ninety-five percent of those that ordered a sandwich rated them as excellent or good. Demand for this item fluctuates about 10% among the customer time categories.

The weeknight customers are the group that appears to be the most pleased with the quality of the soups. Eighty-two percent of the night customers rated the soup as excellent. However, out of the guests that ordered soup on Saturday night only 66% felt that their soup was excellent. This is another area where further information should be sought to determine the difference between these responses.

The customers questioned at the Brick Oven during the target week overwhelmingly rated waitress courtesy as excellent. This response is consistent throughout all customer categories. In order to help eliminate the bias of waitresses performing their duties differently during the testing week the answers to the questions were designed to measure the guest's perception of waitress courtesy over a period of time. The question about waitress service has shown that weeknight waitress service is more likely to be rated as excellent. Eighty-five percent of the weeknight customers felt that the service of their waitress was excellent. The other categories rated around 76%.

The results of the cross tabulation of time and hostess courtesy suggests that a problem exists during the day on Saturday. An average of 83% of the respondents positioned hostess courtesy as excellent. Seventy-three percent of the Saturday daytime customers rated the courtesy of their hostess as excellent. On the other hand, 86% of the week night customers rated their hostess courtesy as excellent. Here again management should look for the causes.
Hostess service is considered to be consistently good or excellent. There is a 70% by 30% split between excellent and good.

The results of the question about cashier courtesy shows that 98% of the respondents feel that cashier courtesy is excellent or good. The overall leader in this category are the week night cashiers with 84% rating their performance as excellent. The same holds true for the perception of cashier service with 95% responding excellent or good. Again, the week night cashiers lead in this area.

The parking lot is viewed as being consistently clean by all classes of customers. The deviations in the cross tabulations between this question and time are extremely small.

A definite problem exists with the guest's perception of the cleanliness of the Brick Oven restaurant on Saturday during the day. The questions of Lobby and Dining room cleanliness show a weakness during this time period. Seventy-four percent of the Saturday day guests felt that these areas were always clean compared to 84% of the other guest. The cleanliness of the rest room also appears to be suffering. Thirty-five percent of the Saturday day customers feel that the rest rooms were less than clean. The Salad bar is perceived as less clean on Saturday day with 33% of these guests rating the salad bar cleanliness lower.

All categories of Brick Oven customers are equal in their perception of service speed. Seventy-six percent of the respondents felt that service was reasonable. Ten percent voted in the neutral position, and 12% felt that the service speed was too slow.

The results of the question about prices are difficult to interpret. This is an area with a tendency toward bias. Many times respondents are hesitant to call a price reasonable as they
fear a future price increase as a result. This "self preservation" behavior appears to have entered this survey. Seventy percent felt that the prices were reasonable, 20% responded in the neutral position, and the other 10% said that the prices were unreasonable. The deviations between the dining time categories are too close to suggest any outstanding findings.

Five hundred seventy-two customers out of 659 questionnaires responded to the change in quality question. Seven percent responded to the change in quality question. Seven percent responded that this was their first visit to the restaurant. Eighteen percent feel that the facility has improved. Sixty percent felt that it has remained the same. One percent responded that quality has declined. A significant finding in this area is once again related to weekend day customers. An average of 23% of the other customer categories responded that quality has improved. Only 13% of the Saturday day customers responded in this way. This suggests that for some reason this class of patrons are less satisfied than the other groups.

Ninety-two percent of the guests say they would recommend the Brick Oven to a friend. There are no variations between customer classes.

The results of this survey suggest that attention should be focused on the Saturday daytime operations. The marketing group does not know why the results for the weekend vary from other times. This may be a reflection of greater demand or it may result from employee apathy. Halloween decorations were on display during the testing week but they were equal throughout all tested periods. The Brigham Young University football team was losing a game during this time and negative feelings may have been carried. However, the Saturday evening customers did not seem to reflect the negativism that resulted from a football game loss. Another possible cause was that only one weekend was tested. One bad day will result in an inaccurate statistic.
Also, the quality of the Pan Pizza should be examined. The survey can not tell if the low demand for the Pan Pizza is caused by quality issues or if it is simply an unpopular item. We also understand that this product may still be in the introductory stage and that sales will increase in time.

Efforts should be made to determine the validity of the findings regarding rest room cleanliness and appropriate action taken.

The main recommendation that this team has regarding the operation of the Brick Oven restaurant is to continue providing excellent service. The few negative results that were found boil down to a semantic difference between the words excellent and good to about 10% of those questioned. Customer perception is what was being tested and we feel that the customer perceives excellent service as being better than good service. If your investigation finds that these results do, in fact, reflect reality, perhaps some employee training regarding customer perception would be in order.

Analysis of Delivery Data

Tabulation of the data was facilitated by a coding process in which each question (variable) was assigned the appropriate answer code. By recording these numbers and summarizing the findings by the use of computer programs we were able to statistically determine frequencies and cross-tabulations of the data collected. From these functions we obtained percentages of and relationships among responses to the delivery questionnaire.

The results of the interviews for the delivery survey are best explained by the graphs that appear in the appendix.
VI. SECONDARY RESEARCH

Brick Oven research 1973

In communicating with Glee Zumbrennen, President of Heaps Brick Oven, he presented to us the finding of a marketing research study which took place in 1973. This project used personal interviews to collect data. Because of the difference in time between the 1973 project and the 1985 project we felt that some of the questions which were used in the 1973 project would be pertinent to re-evaluate for the Brick Oven 1985 project objectives. These question categories were:

- First Time Visit
- Food Quality
- Waitress Courtesy
- Speed of Service
- Price
- Recommendations to Others

Our decision to do in-store questionnaires enabled us to go into more depth concerning the questions above and to request responses from customers in additional areas such as:

- Cleanliness
- Atmosphere
- Lighting
- Music

In the 1973 project the marketing research team also collected data concerning Take Out Responses. Although the Brick Oven still has some take out customers, the demand for
delivered pizza is higher and more widely used in the pizza restaurant business. With the combination of in-store questionnaires and over-the-phone pizza delivery questionnaires we feel we were able to adequately gather the data which will prove valuable to the management of the Brick Oven restaurant.

CHUCK-A-RAMA

At the mention of Dr. Andrus of BYU Marketing Department and a description in his book we were able to locate a business (Chuck-A-Rama) which had successfully executed a questionnaire inside their restaurant. Chuck-A-Rama is a buffet style restaurant located in Orem, Utah.

Inside the restaurant, as the customer reached the end of the buffet line, the customers were given a questionnaire which had a complimentary thank-you mint attached to it. This thank-you mint was the reason for the high response rate which was experienced. When the customer had finished their meal and questionnaire responses, the questionnaire was collected by the attending waitress.

The questionnaires truly were representative of the customer opinions as 1850 of the 2000 questionnaires were completed. The findings prompted the management of the Chuck-A-Rama restaurant to make several changes to their menu and services.

The success which this restaurant experienced with their in-store questionnaire revealed to us that this sort of approach should be taken to collect the necessary dat at the Brick Oven restaurant.

VII. COMMENTS
Question: In what way can Brick Oven improve delivery service?

1. Offer free rootbeer or cut price of pizza.
2. Take down better directions (drivers lost).
4. Want more coupon, would use them if we had them.
5. Had a hot pizza delivered but tasted dried out, I came from Oakland, California and pizza deliveries there came in a styrofoam container. This held the heat and moisture much better and they have a fresher taste.
6. Sent items out that were not ordered and forgot items that were ordered (mixup).
7. The lunch sandwiches are a lot higher but we like the delivery capability.
8. When we order on the lunch hour the delivery doesn't come fast enough for us to eat it.
9. Our pizza crust was raw (undercooked).
10. Our pizza tomatoe paste was too spicy.
11. If the delivery price were less we would order more. (18 responses.)
12. If there is a problem be sure to call customer back and let them know it will be late, etc.
13. They forgot to bring the cornbread that was ordered with the soup.
14. Soda was flat when it was delivered, need better containers.
15. The sweet rolls sometimes do not taste fresh all the time.
16. No cups or napkins were delivered the last two orders. We had rootbeer, but, no cups.
17. We ask for take out menus but never got one (offer take out menu).
18. The delivery people are friendly. 20 responses.
19. Want speedier delivery. 15 responses.
20. Brick Oven has slower delivery time than competitors.
21. Needed change when they came to deliver.

In-store questionnaires
The in-store questionnaire provided many areas for customer comments. Because this type of response is impossible to tabulate they have been reproduced here for management information. Those comments that were considered inappropriate are not included.

**Weekend days**

Waitress very friendly and smiles often.
Attentive and courteous.
The food is consistently good and it's always clean.
Marvelous soup and sandwiches.
I come often for the Chicken Noodle Soup.
I was really impressed with the relaxed atmosphere.
The only negative, I feel they put too much ice in their drinks.
Pork 'n' beans were delicious.
Didn't know you had music.
Lettuce always crisp.
Change home back to Heaps of Pizza.
The tomatoes were gross.
Always very clean.
Needed more dressing on the salad.
You need new salad bowls.
Put fruit and cottage cheese on salad bar.
Uniforms are ugly.
Shari--very nice.
More sauce needed (on pizza).
A very nice place to eat.
This was the best pizza I have tried in a long time.
Wendy was really good. She made us all feel good to be there.
Great.
Some of the pizza ingredients did not seem totally cooked, some were a bit luke warm (mushrooms).

It had excellent flavor and cooked just right.

The waitress was really sweet and nice. Her name is Wendy.

The service was fast.

Browner, crisper crust.

I've been coming here for 25 years and it's always been good.

We drive from Orem to enjoy your food. Love it.

**NIGHT**

Not very good tonight (dessert).

A more convenient container for leftovers.

I don't like the frozen pizza dough. I can get that at the grocery store, or order Dominoes. In the early 60's Heaps was well known for their excellent handmade pizza. What happened?

We love the decorations and warm atmosphere.

I think there should be a designed room for people with children. We have left because of noisy children.

The quality of your cookies has gone down hill. They used to be a favorite of mine. Now they are store-bought. Your customers aren't stupid. We can tell.

Need more water or a pitcher.

There was a lot of seating, but we were seated by the bus station. Would've liked another choice.

I come here from Blanding and always come here for pizza. It's the best in the world.

We like Brick Oven.

For music why don't you play KOHS. It's a good station with a range of different music.

My favorite salad bar.

Very nice place, it has character.

KUER FM 90 More Jazz Please.

I would like the mugs frosted for the rootbeer.

Too much ice.

Everyone does a great job.
Awestentatious.

Great food.

Heaps is one of the best restaurants in Provo and Orem.

Love the waitresses.

Service is always one of the best around Provo and Orem.

You get what you pay for. It's usually reasonable.

We like it here. Won't order pizza anywhere else. Yum!

Waitress was very pleasant and easy to be around.

This is my favorite place to eat—from all in the valley so everything must be good.

Too attentive (waitress).

Jody was great.

The steak sandwich without the bun is always excellent. My compliments to the chef.

Always of the highest quality (service).

Since Mr. Morehouse left, things have gone downhill.

Laura Fullmer is your very best waitress!

I like fresh mushrooms better.

Turn the heat up. We are always a little cold.

Waitress (Deby) fast, sweet.

We want the recipe for the lasagna.

Love that Apple Beer.

I was extremely pleased with the service, food, quality, and atmosphere. I'm glad I came.

Would like Dr. Pepper.

Tracy is a wonderful waitress.

Soup is the absolute BEST!

Does the questionnaire being passed out to customers effect the way employees work? If so, you should pass them out more regularly, as today's service seemed exceptional.

Mexican pizza is bad! Skip the lettuce and heat the cheese.

Tracy renews our faith in the youth. Give Tracy a raise!

I didn't like the order in which we received our food.
Jody—we will ask for her next time.
Jody was friendly and very gracious.
Needs more sauce (lasagna).
We would like the plates to be served when the bread comes.
Kathy was tops.
Hot fudge croissant—THE BEST!

WEEKEND NIGHTS

Watered down (too much ice).
Too much ice in soda pop.
Flat rootbeer.
I missed the onions in the salad bar.
Milk was warm.
Sandwiches are too slow!
Crust always too done.
Missed thick noodles.
Roma was great..
Stronger Pepsi—get Diet Pepsi.
Little high (prices).
The salad bar was very fresh.
Always a pleasure to eat at Heaps.
Garlic bread needs sesame seeds.
Sauce needs to be improved (spaghetti).

DAY COMMENTS

Waitress very friendly.
Service was a little slow.
We were the only ones in line and had to wait to be seated.
Prices are a little high in some areas.
I personally like more topping on pizzas.
Need changing table in restroom.
Lunch price are good, night a little high.
Attractive waitress.
Hostess was talkie.
Food is best in town.
They (waitress) never pester us.
Need medium size drinks.
Keep up the good work.
Need more fruit in the salad bar.
Who's the manager?
Put more pineapple on pizza.
I always get set in the same place.
Love the decor.
This is one of my three favorite restaurants.
Sometimes I have to wait for hostess.
Crust was overdone.
Mexican pizza needed.
Cashier sometimes slow.
Salad bar price too high.
Parking lot is too small.
Bring soup first.
Consistently good food--don't change anything.
Bring back Hamlet sandwich.
Menu selection a bit slim.
Restroom towel not very hygenic.
Don't raise prices.
More desserts to choose from.
Other customers were noisy and obnoxious.
Been coming since 1956 and enjoy it every time.
All ice (beverage).
Seldom a hostess at the door.
Waitress gives best service in town.
Crust too thin (pizza). Burned along edges, not enough cheese.
Fruit sometimes ripe.
Music was lovely--sometimes rock and nerve-racking.
Better uniforms needed.
You pay for what you get, you get what you pay for.
Beverage a little small for the price.
We come once a week and love it.
Waitress spilled water all over me and didn't apologize.
Lighting a little dark in red rooms.
Cookie was dry.
Your chicken could be better if you used real chicken.
Waitress forgot garlic bread.
Corn bread delicious.
We like Glee.
Nice cozy place to be.
Meat was green.
Change uniforms.
Waitress friendly and cheerful.
Yummy garlic bread.
Need soup other than chicken.
Need flower that didn't stink.
Try different spinach and lettuce.
Pizza Hut has better Pan Pizza.
Waitress often late with food.
Little too much sauce on pizza.
Need two cashiers.
Clam chowder and noodle soup too thick.
Soup was cold and slow.
Hand towels pulled out.
Sandwich with vegetable would be good.
Bring back the split pea soup.
Lights too dim.
Always good service—sometimes a bit of a wait.
Lighting too yellow.

The final question on the questionnaire was an open-ended question to give the Brick Oven customers a chance to give an input for new menu items. Clearly some of the responses are not appropriate for a high quality pizza establishment, however, we present them all for your information.

<table>
<thead>
<tr>
<th>Potato Cheese Soup</th>
<th>Bratwurst</th>
<th>Sausage &amp; Sandwich</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crush Drink</td>
<td>Shrimp Scampi</td>
<td>Chicken Nuggets</td>
</tr>
<tr>
<td>Tacos</td>
<td>Empanada</td>
<td>Chow Mein</td>
</tr>
<tr>
<td>Child’s Menu</td>
<td>Dr. Pepper</td>
<td>Fettuccine (12)</td>
</tr>
<tr>
<td>Fried Zucchini</td>
<td>Pies (6)</td>
<td>Calzone (3)</td>
</tr>
<tr>
<td>Alcohol (5)</td>
<td>French Bread Pizza</td>
<td>Hamlet</td>
</tr>
<tr>
<td>Veg. Soup</td>
<td>Bacon</td>
<td>Steak (2)</td>
</tr>
<tr>
<td>Breakfast</td>
<td>Fruit at Salad</td>
<td>Seafood (2)</td>
</tr>
<tr>
<td>Desserts (2)</td>
<td>Better Ice Cream (5)</td>
<td>Chicken Sandwich (2)</td>
</tr>
<tr>
<td>Light Meals</td>
<td>Whole Fruit Pizza</td>
<td>Grapefruit Juice</td>
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<tr>
<td>Bread Sticks</td>
<td>Malibu Chicken</td>
<td>Scones</td>
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<tr>
<td>Manicotti</td>
<td>Virgin Cocktails</td>
<td>Hamburgers</td>
</tr>
<tr>
<td>French Fries</td>
<td>Pasta Salad</td>
<td>Wheat Bread</td>
</tr>
<tr>
<td>Decf. Diet Coke</td>
<td>Priazzo-like Item</td>
<td>Steamed Veg. w/cheese</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Meat &amp; Veg.</td>
<td>Tortellini (2)</td>
<td></td>
</tr>
<tr>
<td>Italian Ice Cream</td>
<td>Frog Legs</td>
<td></td>
</tr>
<tr>
<td>Choc. Mousse (2)</td>
<td>Mineral Water</td>
<td></td>
</tr>
<tr>
<td>Lowfat Soups</td>
<td>Veg. Lasagna</td>
<td></td>
</tr>
<tr>
<td>Yogurt Ice Cream</td>
<td>Crab Salad</td>
<td></td>
</tr>
<tr>
<td>Hot Dogs (2)</td>
<td>Chili Con Carne</td>
<td></td>
</tr>
<tr>
<td>Fish Burger</td>
<td>Ribs</td>
<td></td>
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<tr>
<td>Cotton Candy</td>
<td>Mexican Meals</td>
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</tr>
<tr>
<td>Appetizers</td>
<td>Fried Shrimp</td>
<td></td>
</tr>
<tr>
<td>Real Italian Entrees</td>
<td>Garbanzo Beans</td>
<td></td>
</tr>
<tr>
<td>Frosted Mugs for RB</td>
<td>Home made Pasta</td>
<td></td>
</tr>
<tr>
<td>Cheese Cake</td>
<td>Snails</td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
This questionnaire will help us to better serve you. We thank you for your participation.

How often do you dine out? [ ] Daily [ ] Weekly [ ] Monthly [ ] Other

Please mark the answer that best describes your opinion of the following:

**Food quality**

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Not Ordered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pizza</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pan Pizza</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spaghetti</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lasagna</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sandwich</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soup</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bread</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Salad</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Dessert</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Beverage</td>
<td></td>
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</table>

**Employee courtesy**

<table>
<thead>
<tr>
<th>Position</th>
<th>Always</th>
<th>Usually</th>
<th>Seldom</th>
<th>Never</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waitress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hostess</td>
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</tr>
<tr>
<td>Cashier</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td></td>
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</table>

**Quality of service**

<table>
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<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
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<tbody>
<tr>
<td>Hostess</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waitress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cashier</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Is the Brick Oven clean?**

<table>
<thead>
<tr>
<th>Location</th>
<th>Always</th>
<th>Usually</th>
<th>Seldom</th>
<th>Never</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking lot</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lobby</td>
<td></td>
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<tr>
<td>Dining room</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restrooms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salad bar</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**How do you feel about the speed of service?**

Too long------Reasonable

**How are the prices at the Brick Oven?**

Reasonable------Unreasonable

Please complete the following statements:

The volume of music is [ ] too loud [ ] enjoyable [ ] too soft
The style of music is [ ] too wild [ ] enjoyable [ ] too mild
The lighting is [ ] too dark [ ] just right [ ] too bright
In the last six months the quality of this restaurant has [ ] first visit [ ] improved [ ] declined
I would recommend the Brick Oven to a friend [ ] yes [ ] probably [ ] no

What other items would you like to see on the menu?

[ ]

[ ]

[ ]
DELIVERY QUESTIONNAIRE

Get the pizza customer on the phone.
Hi, my name is ___________. I'm doing a market survey for Brick Oven pizza. Do you have a few minutes to answer some questions?

1. What prompted you to order from Brick Oven?
   a. past satisfactory experience
   b. first time
   c. friend's recommendation
   d. regular customer
   e. change of pace

2. How often do you order from Brick Oven?
   a. more than once a week
   b. once a week
   c. twice a month
   d. once every 3 months
   e. once every 6 months

3. Was the delivery time acceptable?
   a. yes
   b. no

4. How many pizza coupons have you used in the past 3 months?
   a. none
   b. 1-2
   c. 3-4
   d. 5 or more

5. On a scale from 1 to 5, 1 being excellent, how would you rate the quality of Brick Oven pizza compared to other delivery pizzas you have tried?

   1 | 2 | 3 | 4 | 5

6. Is free delivery important to you?
   a. yes
   b. no

7. The price that Brick Oven charges delivery customers is:
   reasonable    unreasonable

8. Are there any areas in which you feel the Brick Oven could improve its delivery service?

Thanks for your time and comments!
RATING OF PIZZA QUALITY
DAY CUSTOMERS

- Good (35.2%)
- Fair (1.8%)
- Poor (0.4%)
- Excellent (62.8%)

RATING OF PIZZA QUALITY
NIGHT CUSTOMERS

- Good (29.9%)
- Fair (3.7%)
- Poor (0.0%)
- Excellent (66.4%)
RATING OF PIZZA QUALITY
WEEKEND DAY CUSTOMERS

Excellent (53.7%)
Good (43.9%)
Fair (2.4%)
Poor (0.0%)

RATING OF PIZZA QUALITY
WEEKEND NIGHT

Excellent (59.4%)
Good (35.8%)
Fair (4.0%)
Poor (1.0%)
RATING OF PAN PIZZA QUALITY

WEAKEND DAY

Excellent (68.7%)
Good (22.2%)
Fair (11.1%)
Poor (0.0%)

RATING OF PAN PIZZA QUALITY

WEAKEND NIGHT

Excellent (42.3%)
Good (42.3%)
Fair (11.5%)
Poor (3.8%)
RATING OF SANDWICH QUALITY
DAY CUSTOMERS

- Excellent (57.3%)
- Good (38.7%)
- Fair (3.2%)
- Poor (0.8%)

RATING OF SANDWICH QUALITY
NIGHT CUSTOMERS

- Excellent (66.7%)
- Good (33.3%)
- Fair (3.3%)
- Poor (0.0%)
RATING OF SANDWICH QUALITY

WEEKEND DAY

- Excellent (58.1%)
- Good (38.7%)
- Fair (3.2%)
- Poor (0.0%)

RATING OF SANDWICH QUALITY

WEEKEND NIGHT CUSTOMERS

- Excellent (41.4%)
- Good (48.3%)
- Fair (8.9%
- Poor (3.4%)
RATING OF SOUP QUALITY
DAY CUSTOMERS

- Excellent (74.4%)
- Good (21.1%)
- Fair (2.3%)
- Poor (2.3%)

RATING OF SOUP QUALITY
NIGHT CUSTOMERS

- Excellent (82.9%)
- Good (9.8%)
- Fair (4.9%)
- Poor (2.4%)
RATING OF SPAGHETTI QUALITY
ALL CUSTOMERS

Excellent (31.2%)
Good (48.1%)
Fair (19.2%)
Poor (3.2%)

RATING OF LASAGNA QUALITY
ALL CUSTOMERS

Excellent (91.1%)
Good (40.5%)
Fair (1.0%)
Poor (0.9%)
RATING OF BREAD QUALITY
ALL CUSTOMERS

Poor (0.3%)
Good (19.6%)
Fair (2.3%)  
Excellent (77.6%)

RATING OF SALAD QUALITY
ALL CUSTOMERS

Poor (0.6%)
Good (24.4%)
Fair (3.0%)  
Excellent (72.1%)
WAITRESS COURTESY

DAY CUSTOMERS

- Usually (13.9%)
- Seldom (1.0%)
- Always (85.2%)

WAITRESS COURTESY

NIGHT CUSTOMERS

- Usually (9.2%)
- Seldom (0.0%)
- Always (90.8%)
WAITRESS COURTESY
WEEKEND DAY CUSTOMERS

Usually (11.5%)
Seldom (0.0%)
Always (88.5%)

WAITRESS COURTESY
WEEKEND NIGHT CUSTOMERS

Usually (12.7%)
Seldom (0.0%)
Always (87.3%)
HOSTESS COURTESY
DAY CUSTOMERS

Usually (20.0%)
Seldom (1.1%)
Always (78.9%)

HOSTESS COURTESY
NIGHT CUSTOMERS

Seldom (0.0%)
Usually (14.0%)
Always (86.0%)
HOSTESS COURTESY
WEEKEND DAY CUSTOMERS

Usually (25.9%)

Seldom (1.2%)

Always (72.9%)

HOSTESS COURTESY
WEEKEND NIGHT CUSTOMERS

Usually (15.4%)

Seldom (0.0%)

Always (84.6%)
CASHIER COURTESY
DAY CUSTOMERS

- Usually (21.1%)
- Seldom (2.3%)
- Always (76.6%)

CASHIER COURTESY
NIGHT CUSTOMERS

- Usually (18.4%)
- Seldom (0.0%)
- Always (83.6%)
CASHIER COURTESY
WEEKEND DAY CUSTOMERS

Usually (19.4%)
Seldom (0.0%)
Always (80.6%)

CASHIER COURTESY
WEEKEND NIGHT CUSTOMERS

Usually (21.1%)
Seldom (1.4%)
Always (77.5%)
HOSTESS SERVICE
WEEKEND DAY CUSTOMERS

Excellent (89.9%)
Good (26.9%)
Poor (0.0%)
Average (3.2%)

HOSTESS SERVICE
WEEKEND NIGHT CUSTOMER

Excellent (72.2%)
Good (23.1%)
Poor (0.0%)
Average (4.6%)
CASHIER SERVICE
WEEKEND DAY CUSTOMERS

Excellent (71.9%)
Good (21.9%)
Average (0.3%)
Poor (0.0%)

CASHIER SERVICE
WEEKEND NIGHT CUSTOMERS

Excellent (71.8%)
Good (23.0%)
Average (5.4%)
Poor (0.0%)
CHANGE IN RESTAURANT QUALITY
DAY CUSTOMERS

Declined (1.4%)  First visit (8.3%)  Improved (23.8%)
Remained Same (66.5%)

CHANGE IN RESTAURANT QUALITY
NIGHT CUSTOMERS

Declined (0.9%)  First visit (8.2%)  Improved (21.8%)
Remained Same (89.1%)
CHANGE IN RESTAURANT QUALITY
WEKEND DAY CUSTOMERS

First visit (7.5%)

Improved (12.5%)

Remained Same (80.0%)

RECOMMENDATION RATING
CHANGE IN RESTAURANT QUALITY
WEKEND NIGHT CUSTOMERS

Declined (3.1%)  First visit (12.8%)

Improved (18.8%)

Remained Same (85.8%)
RECOMMENDATION RATING
DAY CUSTOMERS

Probably (7.1%)
No (0.3%)
Yes (92.5%)

RECOMMENDATION RATING
NIGHT CUSTOMERS

No (0.8%)  Probably (4.2%)
Yes (95.0%)
RECOMMENDATION RATING
WEEKDAY CUSTOMERS

Probably (3.4%)  No (0.0%)
Yes (96.6%)

RECOMMENDATION RATING
WEEKEND NIGHT CUSTOMERS

No (1.0%)  Probably (14.3%)
Yes (84.7%)
LOBBY CLEANLINESS
WEEKEND DAY CUSTOMERS

Seldom (0.0%)
Usually (20.2%)
Always (79.8%)

LOBBY CLEANLINESS
WEEKEND NIGHT CUSTOMERS

Seldom (1.0%)
Usually (13.3%)
Always (85.7%)
**SALAD BAR CLEANLINESS**

**DAY CUSTOMERS**

- Never (0.4%)
- Usually (28.4%)
- Seldom (0.8%)
- Always (70.5%)

**SALAD BAR CLEANLINESS**

**NIGHT CUSTOMERS**

- Never (0.0%)
- Usually (20.6%)
- Seldom (2.0%)
- Always (77.5%)
SALAD BAR CLEANLINESS
WEEKEND DAY CUSTOMERS

- Never (0.0%)
- Usually (30.7%)
- Seldom (2.7%)
- Always (66.7%)

SALAD BAR CLEANLINESS
WEEKEND NIGHT CUSTOMERS

- Never (0.0%)
- Usually (20.3%)
- Seldom (0.0%)
- Always (79.7%)
PARKING LOT CLEANLINESS
WEEKEND DAY CUSTOMERS

- Usually (30.5%)
- Seldom (0.0%)
- Always (69.5%)

PARKING LOT CLEANLINESS
WEEKEND NIGHT CUSTOMERS

- Usually (31.3%)
- Seldom (0.0%)
- Always (68.7%)
PAST FOOD QUALITY
DAY CUSTOMERS

- Excellent (36.0%)
- Good (58.0%)
- Poor (1.0%)
- Fair (5.0%)

PRESENT FOOD QUALITY
DAY CUSTOMERS

- Excellent (62.8%)
- Good (35.2%)
- Poor (0.4%)
- Fair (1.8%)
PAST WAITRESS COURTESY RATING
DAYS CUSTOMERS

- Excellent (25.0%)
  - Good (55.0%)
  - Fair (18.0%)
  - Poor (4.0%)

PRESENT WAITRESS COURTESY RATING
DAYS CUSTOMERS

- Excellent (85.2%)
  - Fair (1.0%)
  - Poor (0.0%)
  - Good (13.9%)
PAST PRICE RATING
DAY CUSTOMERS

Excellent (7.0%)  Poor (1.0%)  Fair (21.0%)
Good (71.0%)

PRESENT PRICE RATING
DAY CUSTOMERS

Poor (9.5%)  Fair (18.0%)
Excellent (48.8%)  Good (25.9%)
PAST RECOMMENDATION TO OTHERS
ALL CUSTOMERS

No (4.0%)  Probably (3.0%)

Yes (93.0%)

FRIEND 1ST TIME CHANGE RBS PH BREAK REGULAR ACGO FOOD

PAST RECOMMENDATION TO OTHERS
ALL CUSTOMERS

Probably (7.2%)  No (0.5%)

Yes (92.3%)
REASONS FOR ORDERING DAY DELIVERY CUSTOMERS

- Friend: 40
- 1st Time: 20
- Change: 5
- Ads: 5
- Ph. Book: 5
- Regular: 5
- Good Food: 5
REASONS FOR ORDERING
NIGHT DELIVERY CUSTOMERS

<table>
<thead>
<tr>
<th></th>
<th>FRIEND</th>
<th>1ST TIME</th>
<th>CHANGE</th>
<th>ADS</th>
<th>PH.BOOK</th>
<th>REGULAR</th>
<th>PREV.EXPER.</th>
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<tbody>
<tr>
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<td>15</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td>50</td>
<td>60</td>
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FREQUENCY OF ORDERS
NIGHT DELIVERY CUSTOMERS

MORE 1/WK 1/WEEK BIWEEKLY 1/MONTH 1/3 MTHS 1/6 MTHS 1ST TIME
DELIVERY TIME

<table>
<thead>
<tr>
<th>DAY</th>
<th>NIGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOOD</td>
<td>NIGHT</td>
</tr>
<tr>
<td>72%</td>
<td>82.5%</td>
</tr>
<tr>
<td>BAD</td>
<td>17.5%</td>
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GOOD / BAD
THE PRICE CHARGED TO DELIVERY CUSTOMERS

DAY

NIGHT

REASONABLE / UNREASONABLE

REASONABLE / UNREASONABLE
SCALE OF HOW BRICK OVEN SERVICE COMPARES WITH OTHER DELIVERY

1 = EXCELLENT
2
3 = 6.3%
4 = 2.6%
5 = POOR

59.2%
25.2%
USE OF PIZZA COUPONS FOR THREE MONTHS

<table>
<thead>
<tr>
<th>Day</th>
<th>None 1-2</th>
<th>3-4</th>
<th>5+</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>55.3%</td>
<td>22.3%</td>
<td>9.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Night</th>
<th>None 1-2</th>
<th>3-4</th>
<th>5+</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>38.7%</td>
<td>30%</td>
<td>15%</td>
</tr>
<tr>
<td>Day</td>
<td>YES</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>------</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>76.6%</td>
<td>23.4%</td>
<td></td>
</tr>
<tr>
<td>Night</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>72.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
<td>27.5%</td>
<td></td>
</tr>
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