

Ullian Cafeteria Hours of Operation

The Problem

While the customer counts and sales of the Ullian cafeteria throughout the day are steady to high, these numbers dropped significantly as the evening went on. After staff shrinks down to two people at 7:30pm our customer counts would steadily decrease until our previous closing time, at 11pm. After 9pm on weekdays, the average of eight customers per hour could no longer justify the two food service workers requirement to staff and close the cafeteria. Additionally, management noticed inconsistency in pm service and quality of food.

Aim/Goal

Our goal was to utilize labor hours in a more productive way, allowing us to improve and extend service during peak traffic hours. We aimed to make up for lost sales averaging \$73/day from 9-11pm by increasing revenue throughout the rest of the day, and providing our Simply-To-Go options after-hours in a refrigerated vending machine.

The Team

- Dan Schneiderman, Retail Manager
- Tina DiMaggio, Retail Operations
- Mike Hanley, Chef Operations Manager
- Chris Weiss, Asst. Director
- Nora Blake, Director of Food Services

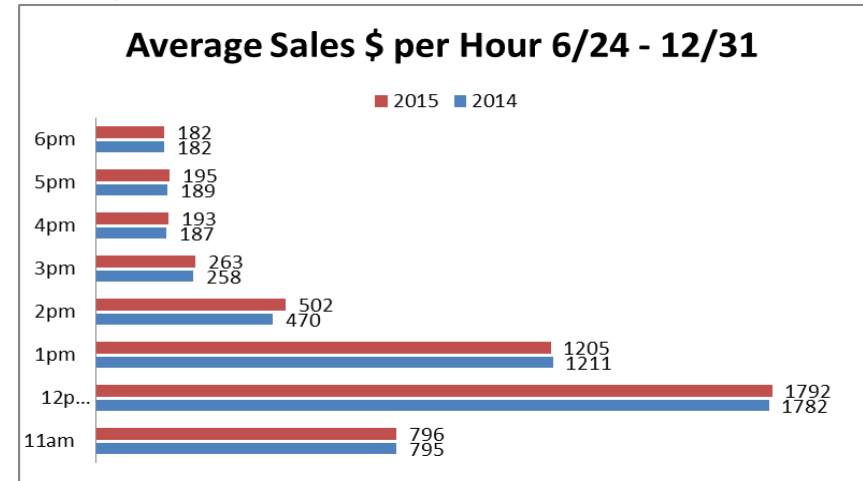
The Interventions

- Gathered data of customer counts and sales on weekday evenings, broken down in ½ hour time increments.
- Rewrote job flows for the two closing shifts to begin two hours earlier, and rewrote other job flow break times and duties to extend hours of main stations during lunch service.
- Built a proposal for the change and received approval from the SVP, Bob Cherry and necessary departments within the hospital.
- Purchased a refrigerated vending machine from another account and trained staff on how to use, to provide additional options for customers after hours.

The Results/Progress to Date

The change of hours began on 6/24/15. Comparing sales data from July to December for 2014 versus 2105, we found that sales with cafeteria shortened hours and vending machine average \$72.38 more per day than the exact same time period in 2014, meaning we are almost exactly at our goal of \$73/day.

When comparing data per hour during lunch, we also see a larger increase in average sales per day in the 2pm-3pm hour. As a result of the time change, we were able to keep our deli and entrée stations open later into lunch in the 2-3pm timeframe. We have seen an increase in average sales per day of \$32 in this window, whereas the rest of the day is only within a few dollars' difference from the prior year.



Lessons Learned

As a result of the adjustment in service time, we were able to improve and extend service during busier times of the day, while managing to make up any potential lost sales at night with an uptick in sales to offset this at the end of lunch. Because of the extended hours at this time, we were also able to get a better sense of what our customers would prefer to eat with expanded options in that timeframe, with deli sales benefiting the most.

Next Steps/What Should Happen Next

- Keep coffee open later on the main side, as we currently still close this at 2pm as we did previously.
- Adjust or expand options in refrigerated vending machine for customers coming in after hours.
- Continue to collect and compare data points year over year
- Discuss time of operation in next retail focus group