



# Results of the Camosun College Food Services Survey: Urban Diner, Campus Caf and Java Express

Anny Schaefer  
Educational Research and Planning  
May 2009

A decorative graphic at the bottom of the page consists of several overlapping, semi-transparent, light blue and grey geometric shapes that resemble a stylized, multi-faceted object or a series of connected planes.

2009

# CONTENTS

Overview.....	1
A comment on food prices .....	2
Demographic profile.....	3
The coffee question .....	4
Overview: Satisfaction with the four food outlets .....	6
Methods of analysis and implications for management .....	7
Gap analysis .....	7
Management Action Matrix .....	8
Campus Caf results .....	9
Campus Caf: Demographics.....	9
Overall satisfaction with Campus Caf .....	10
Campus Caf: Improvement .....	11
Campus Caf: Reasons for patronizing .....	12
Campus Caf: Frequency of purchase .....	13
Campus Caf: Usual amount spent.....	13
Campus Caf: What do you like best? .....	14
Campus Caf: What would you recommend to make your experience better? .....	15
Campus Caf: Gap analysis .....	16
Campus Caf: Report card, 2009 .....	18
Campus Caf: Suggested actions, 2009 .....	19
Campus Caf: Ratings compared to previous years .....	20
Urban Diner results.....	21
Urban Diner: Demographics .....	21
Overall satisfaction with Urban Diner.....	22
Urban Diner: Improvement .....	23
Urban Diner: Reasons for patronizing .....	23
Urban Diner: Frequency of purchase.....	24
Urban Diner: Usual amount spent.....	24
Urban Diner: What do you like best? .....	25
Urban Diner: What would you recommend to make your experience better? .....	26
Urban Diner: Gap analysis .....	27
Urban Diner: Report card, 2009 .....	29

# CONTENTS (continued)

- Urban Diner: Suggested actions, 2009 .....30
- Urban Diner: Ratings compared to previous years.....30
  - Urban Diner: Ratings 2005-2009 .....31
- Java Express results .....32
  - Java Express Demographics .....32
  - Overall satisfaction with Java Express .....33
  - Java Express: Improvement .....34
  - Java Express: Reasons for patronizing .....35
  - Java Express: Frequency of purchase .....36
  - Java Express: Usual amount spent.....36
  - Java Express: What do you like best? .....37
  - Java Express: What would you recommend to make your experience better? .....38
  - Java Express: Gap analysis .....39
  - Java Express: Report card, 2009 .....41
  - Java Express: Suggested actions, 2009 .....42
  - Java Express: Ratings compared to previous years .....42
    - Java Express: Ratings 2006-2009 .....43

## OVERVIEW

In the past five years, members of the Camosun College community have been invited to comment on cafeteria services four times—in 2005, 2006, 2008 and, most recently, in February 2009. The year 2009 marks a significant watershed, with Aramark Catering Services taking over from Chartwells. As in years past, the contractor operates three of the College's four food outlets (Campus Caf at the Lansdowne campus and Urban Diner and Java Express at Interurban), while Helmut Huber Cook Training/Culinary Arts Cafeteria is operated as part of the Culinary Arts program.

This year, all survey responses were web-based, compared to 38% in 2008, when paper surveys were distributed in each location over a one-week period in addition to the web survey being open for 12 days. To be as inclusive as possible, all staff members as well as all students from the Fall 2008 and Winter 2009 terms—including those who had enrolled in only one Continuing Education course—received an e-mail invitation to complete an online survey. Online authentication limited responses to one per person, although each individual was invited to provide feedback on two outlets. The following table summarizes responses by role.

### Cafeteria survey: Participation by role, 2009

Role	Number invited	Number of submissions	Participation rate
Staff	1,149	243	21%
Student	10,974	635	6%
<b>Total</b>	<b>12,123</b>	<b>884<sup>1</sup></b>	<b>7%</b>

Overall 884 individuals completed the survey; of these, 73 rated an additional outlet for a total of 957 responses, comparable to the 978 received in 2008. More people gave feedback on the Campus Caf this year than last (626 compared to 455). In 2009, nearly two-thirds of responses pertained to Campus Caf (65%), compared to just under half in 2008 (47%); 16% gave feedback on the Urban Diner, compared to 24% in 2008; 15% gave feedback on Helmut Huber Cook Training/Culinary Arts Cafeteria compared to 19% in 2008; and only 41 respondents (4%) gave feedback on the Java Express this year, less than half of the 101 (10%) in 2008.

### Responses per food outlet, 2008 and 2009

Outlet	2009		2008	
	N	%	N	%
Campus Caf	626	65%	455	47%
Urban Diner	148	16%	238	24%
Helmut Huber Cook Training/Culinary Arts Cafeteria	142	15%	184	19%
Java Express	41	4%	101	10%
<b>TOTAL</b>	<b>957</b>	<b>100%</b>	<b>978</b>	<b>100%</b>

<sup>1</sup> Four individuals were both students and employees, while two did not specify their status.

## A COMMENT ON FOOD PRICES

According to Statistics Canada, food prices rose significantly and rapidly in the early part of 2009. For example, Canada-wide prices for Food purchased from stores rose by just under 9% between February 2008 and February 2009; fresh vegetables became 26% more expensive, bakery/cereal product prices rose by 10%, and meat prices rose by 6%. Similar results can be seen for British Columbia alone.<sup>2</sup>

---

<sup>2</sup> *The Daily*, March 19, 2009, Statistics Canada Catalogue 11-001-XIE (Français 11-001-XIF) ISSN 1205-9137. *Consumer Price Index, food, by province (monthly) (British Columbia)*, for March 2009 indicated a 9.9% increase in prices of Food purchased from stores and a 3.5% rise in the price of Food purchased from restaurants between March 2008 and March 2009. This compared to an overall rise in prices of 1.1%, a drop in Transportation prices of 4.4% and a drop in Energy prices of 9.6%. Source: Statistics Canada, <http://www40.statcan.ca/l01/cst01/cpis08k-eng.htm>, retrieved 08 May 2009.

## DEMOGRAPHIC PROFILE

This section profiles all of those who completed the survey; similar profiles are provided for those who gave feedback on each of the four outlets.<sup>3</sup>

Almost three-quarters of those who responded are students (72%), while the remaining 28% are employees.<sup>4</sup> Nearly one-third of respondents have been at Camosun College less than a year (30%), while nearly half have been here 1 to 4 years (48%). A further 10% have been at Camosun 5 to 9 years and another 13%, 10 years or more.

### Length of time at Camosun College

	N	%
Less than a year	258	29.6
1 to 4 years	422	48.3
5 to 9 years	83	9.5
10 years or more	110	12.6
<b>Total</b>	<b>873</b>	<b>100.0</b>

About one-third of both students (34%) and employees (36%) responding to the survey have Interurban as their primary campus. About two-thirds of students (65%) are at Lansdowne, while 59% of employees are primarily at that campus. Very small groups are at both campuses.

### Campus by role

	n	Student	Employee	Both	Total
Interurban	301	34%	36%	0%	<b>34%</b>
Lansdowne	560	65%	59%	50%	<b>63%</b>
Both	19	1%	5%	50%	<b>2%</b>
VCM	2	0%	0%	0%	<b>0%</b>
<b>Total</b>	<b>882</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<sup>3</sup> This report covers Aramark's three outlets – Campus Caf, Urban Diner, and Java Express. Helmut Huber Cook Training/Culinary Arts Cafeteria is covered in a separate report, available on the College website or from Ancillary Services.

<sup>4</sup> A very small group (less than 1%) are both students and employees.

## THE COFFEE QUESTION

Members of the campus community who provided feedback on the Campus Caf at Lansdowne Campus were also asked the following question:

Camosun is hoping to offer a separate coffee shop on the Lansdowne campus. If we do this, the Starbucks would be removed from the Campus Caf. We would like to know what the preferred brand of coffee would be. Please choose one: Serious Coffee; Salt Spring Island Coffee; Starbucks Coffee; Other (please specify).

The College has considerable leeway in its decision, as, of the 547 responders, **72% support a local brand of one stripe or another**, including one-third (33%) who favour Salt Spring Island Coffee, just over one-quarter (27%) who prefer Serious Coffee, 11% who either favour *any* local brand—described by adjectives such as fair trade, shade-grown, organic, locally roasted, etc.—or a specific local provider.<sup>5</sup> Just under one-fifth (18%) would like to see Starbucks. An additional 8% wrote in Tim Hortons, while 2% wrote in other non-local brands.<sup>6</sup>

Some individuals—including non-coffee drinkers—provided further comments. Several have alternative ideas for the proposed new outlet, such as a food court or salad bar, and others are tea-drinkers or would like alternative beverages. Some would like to see the outlet be campus owned and operated, while some are sensitive to price.

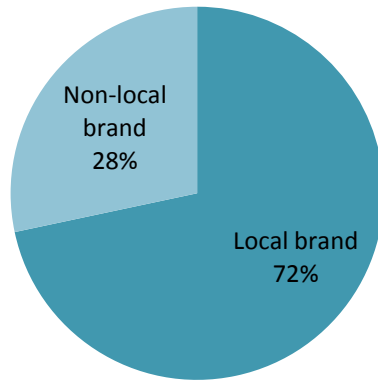
### Other comments on alternative coffee

as long as they have 2% or skim milk
does not matter anything will be better
doesn't matter as long as its brewed right (don't be frugal with the beans)
Don't care so much about coffee, if they offered reasonable soup and sandwich.
Get new cashier staff please and it won't matter
I don't drink coffee so it might be nice to have something that isn't coffee
I don't think there should be brand name coffee having a monopoly in Camosun.
Interesting teas, herbal teas, more non coffee beverage selections
Just a good blend at a reasonable price.
keep existing outlet too (2)
No preference, but nothing that will soar the price!
not Starbucks (4); not Serious (2)
Saltspring Island is a local business. Campus Owned and Operated, Profits return
Starbucks full-service with lounge (2)
whichever has good, but cheapest coffee
who cares about coffee, get a serious food court in there!
Why not set up a fresh organic salad bar instead? I would eat there lots!

<sup>5</sup> Local brands mentioned include: Any fair trade/shade-grown/organic/locally roasted coffee (22); Level Ground (9); Fernwood Coffee (8); Discovery Coffee (7); Kicking Horse (4); Café Fantastico (4); Black Stilt (3); 2% Jazz (2); Fresh Cup; Mirage; Mocha House.

<sup>6</sup> Non-local brands mentioned include Blenz (2); Illy (2); Canterbury (2); Second Cup (2); Lavazza; Colombian; Café Umbria.

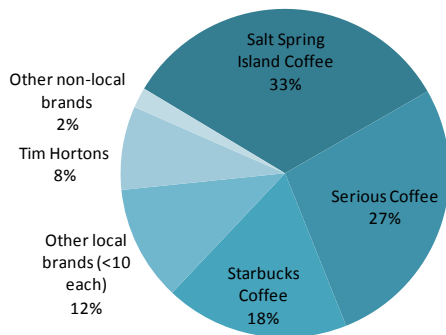
### Coffee preference: Local or non-local



### Preferred brands of coffee

	N	%
Salt Spring Island Coffee	181	33%
Serious Coffee	149	27%
Starbucks Coffee	99	18%
Any local, or other specified local brands (<10 each)	62	11%
Tim Hortons	45	8%
Other non-local brands	11	2%
<b>Total</b>	<b>547</b>	<b>100%</b>

### Coffee brand preference

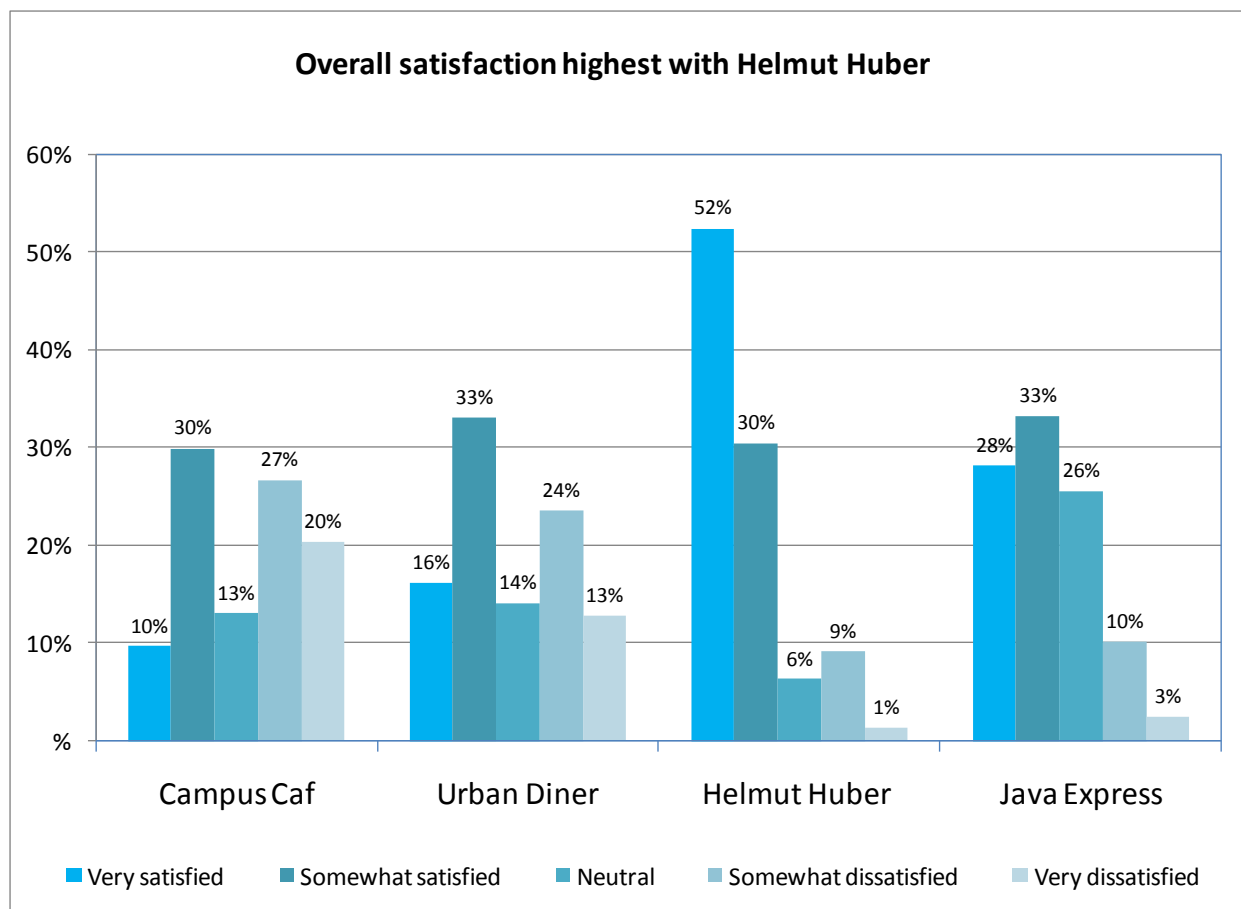


## OVERVIEW: SATISFACTION WITH THE FOUR FOOD OUTLETS

The following table and chart indicate that customers of Helmut Huber Cook Training/Culinary Arts Cafeteria have the highest satisfaction levels of all four outlets: Four out of five (82%) Helmut Huber Cook Training/Culinary Arts Cafeteria customers are either very satisfied (52%) or somewhat satisfied (30%). Java Express has the next most satisfied clientele; 61% are either very satisfied (28%) or somewhat satisfied (33%). Java Express also has the largest group of neutral customers (26%).

Nearly half of Urban Diner patrons (49%) are either very satisfied (16%) or somewhat satisfied (33%). At Campus Caf, 40% are either very satisfied (10%) or somewhat satisfied (30%), while 47% are either somewhat dissatisfied (27%) or very dissatisfied (20%).

		<b>Very satisfied</b>	<b>Somewhat satisfied</b>	<b>Neutral</b>	<b>Somewhat dissatisfied</b>	<b>Very dissatisfied</b>	<b>Total</b>
Campus Caf	N	60	185	81	165	126	617
	%	9.7%	30.0%	13.1%	26.7%	20.4%	100.0%
Urban Diner	N	24	49	21	35	19	148
	%	16.2%	33.1%	14.2%	23.6%	12.8%	100.0%
Helmut Huber Cook Training/ Culinary Arts Cafeteria	N	74	43	9	13	2	141
	%	52.5%	30.5%	6.4%	9.2%	1.4%	100.0%
Java Express	N	11	13	10	4	1	39
	%	28.2%	33.3%	25.6%	10.3%	2.6%	100.0%
<b>Total</b>	<b>N</b>	<b>169</b>	<b>290</b>	<b>121</b>	<b>217</b>	<b>148</b>	<b>945</b>
	<b>%</b>	<b>17.9%</b>	<b>30.7%</b>	<b>12.8%</b>	<b>23.0%</b>	<b>15.7%</b>	<b>100.0%</b>



## METHODS OF ANALYSIS AND IMPLICATIONS FOR MANAGEMENT

For each outlet, ratings of overall satisfaction and year-over-year improvement are presented below, along with main reasons clients patronize the outlet. Respondents also rated a number of aspects of the four outlets in terms of Quality and Variety, Service, Value for Money, and Surroundings on both their Satisfaction levels (Very satisfied to Very dissatisfied) and Importance (Very important to Not at all important). These results are analyzed two ways for each outlet—a “gap analysis” and a grading scheme—both of which have implications for management action.

### GAP ANALYSIS

The gap between the two ratings (Importance minus Satisfaction) displays which aspects are of most urgency to customers and hence management:<sup>7</sup> A positive gap indicates that Satisfaction exceeds Importance, signifying strength. On the other hand, the larger the negative gap, the higher the priority for management intervention, whether improved communication, marketing or service changes.

<sup>7</sup> Using the cafeteria survey’s 5-point scale, the maximum negative gap would be -4 (Very important-Very dissatisfied) while the maximum positive gap would be 4 (Not at all important-Very satisfied). A zero rating could result from several combinations, for example, Very important-Very satisfied and Not at all important-Very dissatisfied.

## MANAGEMENT ACTION MATRIX

To provide suggested actions for management and to enable comparisons to earlier years, the satisfaction/importance approach developed at the University of Central England (now Birmingham City University)<sup>8</sup> was again used for the cafeteria survey. This method assigns survey outcomes to actionable results based on a grid that compares average satisfaction and average importance scores. Each square on the grid corresponds to a management action appropriate to the level of satisfaction and importance. The table below shows the different ratings, the recommended management action associated with each, and the corresponding mean values for a five point scale survey (where 1=Very satisfied or Very important and 5=Very dissatisfied or Not at all important). For example, if average satisfaction with cleanliness equals 3.5 and average importance equals 1.5, that item would fall in the “D” cell, meaning action on cleanliness has a high priority. Capital letters indicate high importance to clients while letters in parentheses indicate items of lower importance.

	<i>Very dissatisfied</i>	<i>Somewhat dissatisfied</i>	<i>Neutral</i>	<i>Somewhat satisfied</i>	<i>Very satisfied</i>	
<i>Very important</i>	<b>E:</b> Urgent need for immediate action	<b>D:</b> Action in this area has a high priority	<b>C:</b> This area to be targeted for future improvement	<b>B:</b> Ensure no slippage, improve where possible	<b>A:</b> Maintain excellent standards	<b>1.00</b>
<i>Important</i>	<b>e:</b> Action to substantially improve this area	<b>d</b> Target this area for improvement	<b>c</b> Ensure no slippage	<b>b</b> Maintain standards	<b>a</b> Avoid overkill	<b>1.79</b>
<i>Not so important</i>	<b>(e)</b> Improve where resources permit	<b>(d)</b> Ensure no further slippage	<b>(c)</b> Restrict attention	<b>(b)</b> Maintain standards where possible	<b>(a)</b> No need for action here	<b>2.14</b>
	<b>5.00</b>	<b>3.75</b>	<b>3.04</b>	<b>2.68</b>	<b>1.96</b>	<b>1.00</b>

<sup>8</sup> The Centre for Research into Quality at the University of Central England (now Birmingham City University) describes the satisfaction approach the following way, “Designed from the outset as a management information tool, the approach integrates student views into management strategic decision-making. It has been emulated and adapted by higher and further education institutions in Britain, New Zealand, Sweden, Australia and Poland. At UCE, the student and staff satisfaction surveys are used by decision makers as a management tool, shaping policy at an institutional level.”

<http://www0.bcu.ac.uk/crq/ucestudentsat.htm>, 8 February 2008.

## CAMPUS CAF RESULTS

### CAMPUS CAF: DEMOGRAPHICS

Almost three-quarters of the 626 respondents who evaluated Campus Caf are students (73%), while the remaining 27% are employees.<sup>9</sup> Nearly one-third of respondents have been at Camosun College less than a year (30%), while half have been here 1 to 4 years (50%). A further 9% have been at Camosun 5 to 9 years and another 11%, 10 years or more.

#### Length of time at Camosun College

	N	%
Less than a year	184	29.8
1 to 4 years	309	50.1
5 to 9 years	53	8.6
10 years or more	71	11.5
<b>Total</b>	<b>617</b>	<b>100.0</b>

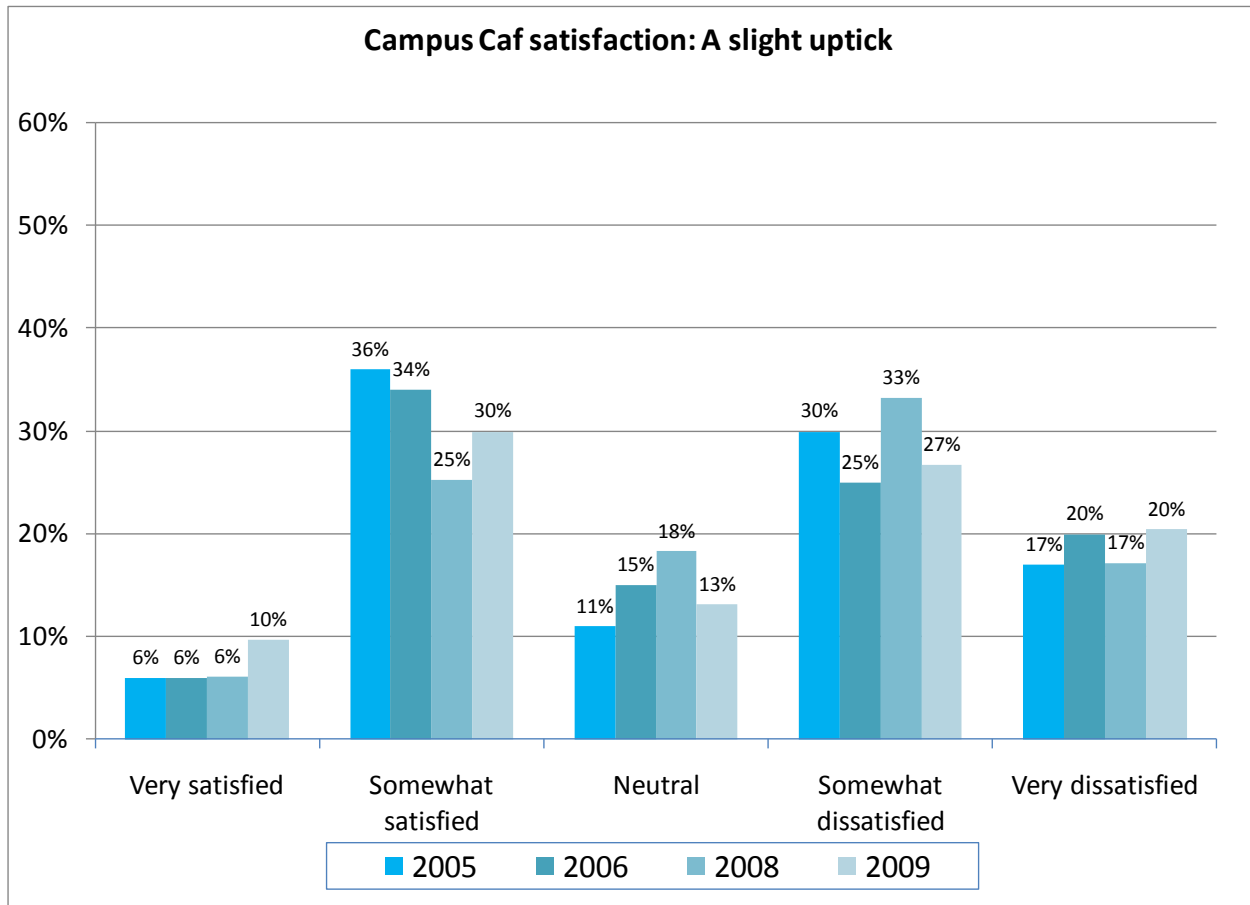
Most students (87%) and employees (84%) providing feedback on Campus Caf have Lansdowne as their primary campus.

#### Campus by role

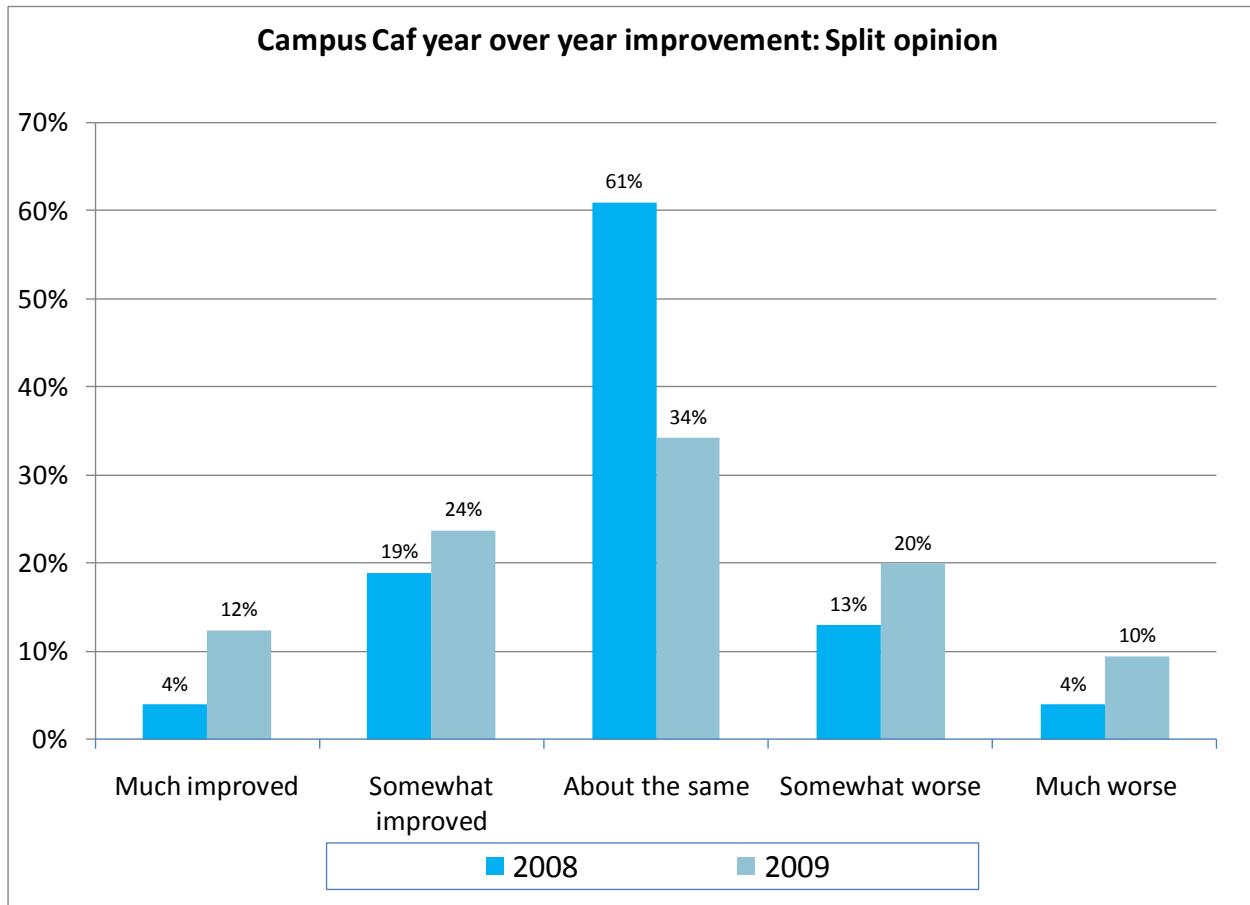
	n	Student	Employee	Both	Total
Interurban	73	12%	12%	0%	<b>12%</b>
Lansdowne	538	87%	84%	50%	<b>86%</b>
Both	12	0.7%	4%	50%	<b>2%</b>
VCM	2	0.4%	0%	0%	<b>0.3%</b>
<b>Total</b>	<b>625</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<sup>9</sup> A very small group (less than 1%) are both students and employees.

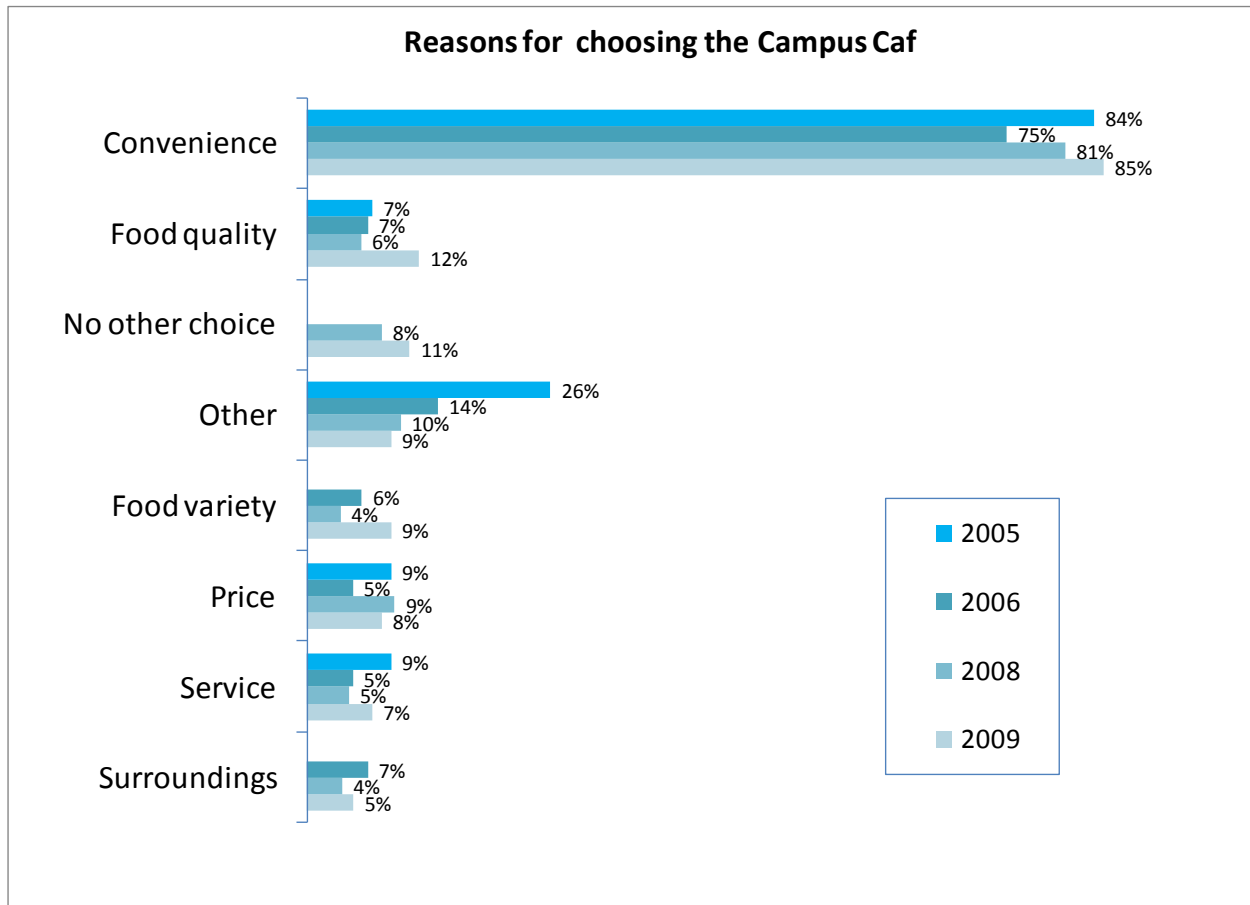
OVERALL SATISFACTION WITH CAMPUS CAF



CAMPUS CAF: IMPROVEMENT



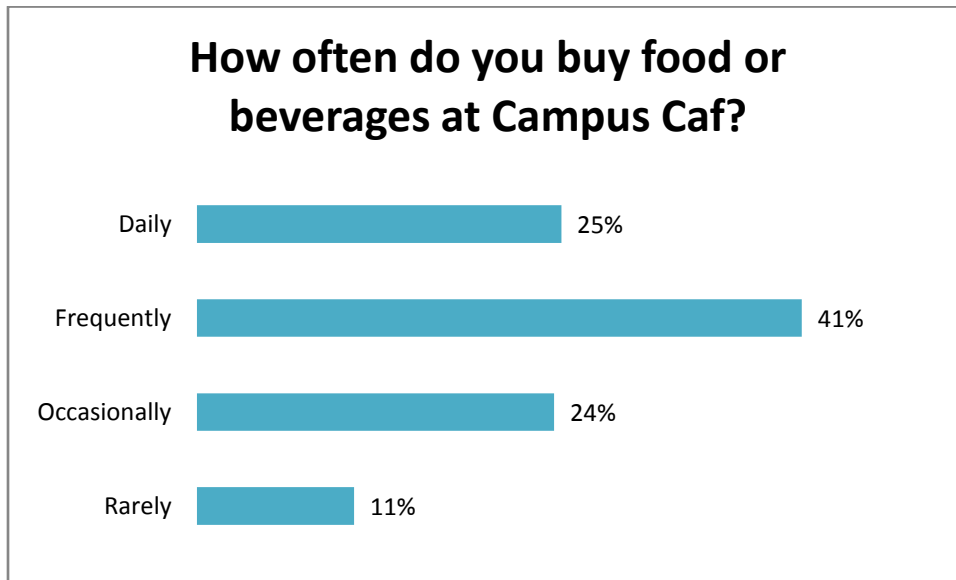
CAMPUS CAF: REASONS FOR PATRONIZING



Convenience is once again the foremost reason for choosing to buy food or beverages at the Campus Caf (chosen by 85% of respondents in 2009 compared to 81% in 2008). The numbers citing food quality and food variety have doubled (quality rose from 6% in 2008 to 12% in 2009 and variety rose from 4% to 9%).

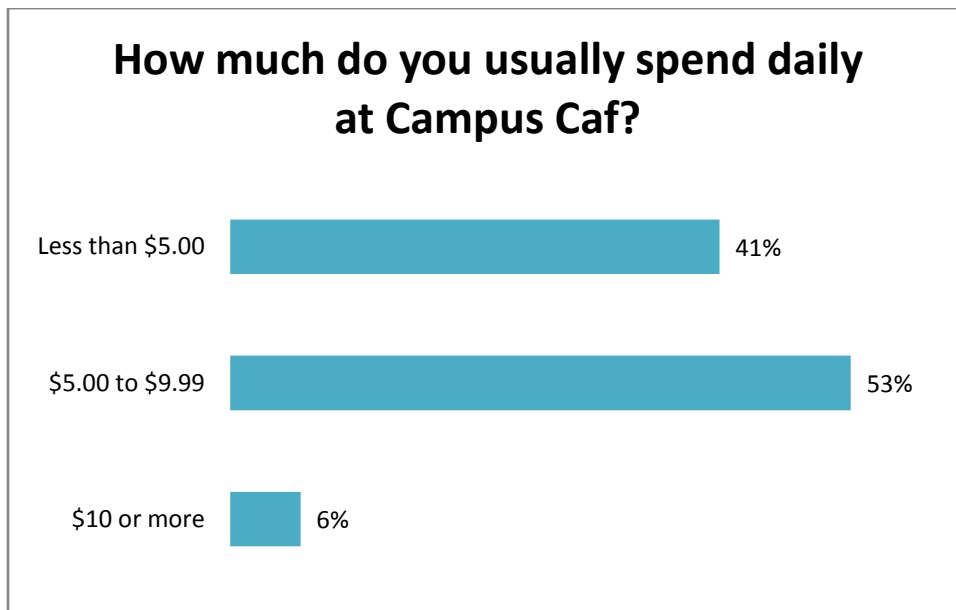
*"...tastes good. Fresh and healthy, for the most part."*

### CAMPUS CAF: FREQUENCY OF PURCHASE



Options provided were: Daily; Frequently, at least once a week; Occasionally, a few times a month; Rarely, a couple of times a year or less

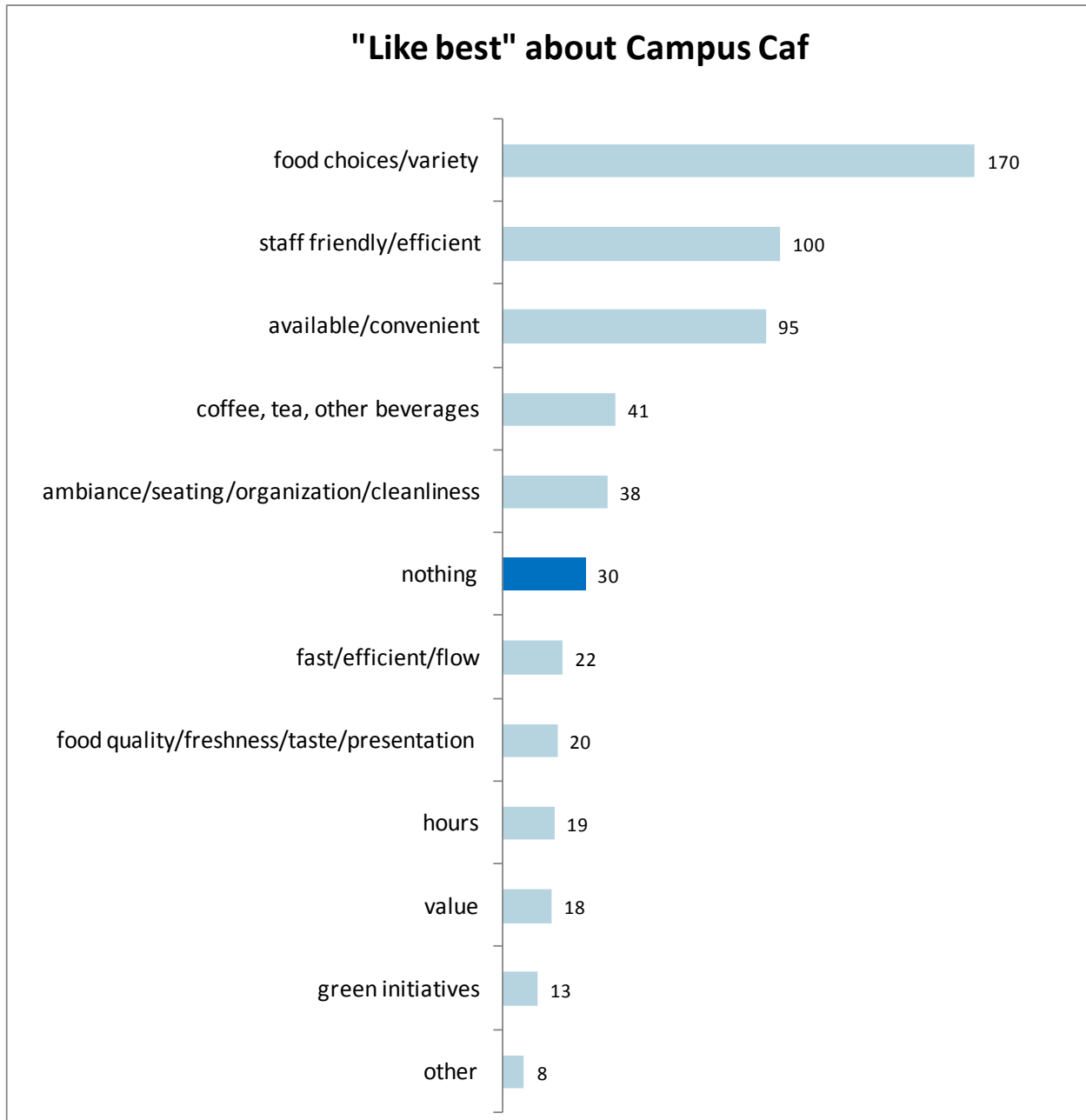
### CAMPUS CAF: USUAL AMOUNT SPENT



### CAMPUS CAF: WHAT DO YOU LIKE BEST?

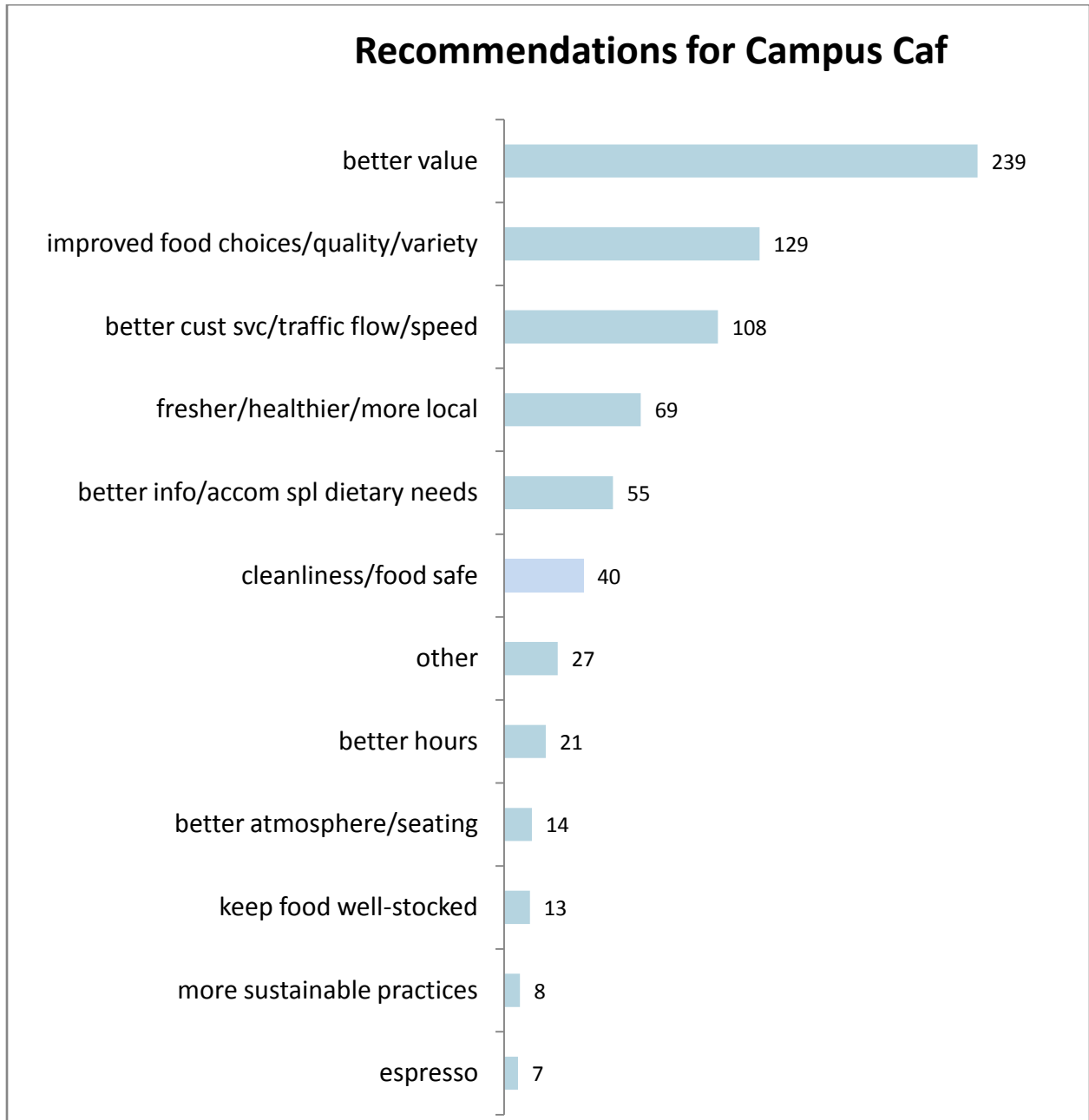
Campus Caf clients made numerous comments when asked “What do you like best about Campus Caf?” A summary appears in chart form below. Food choices and variety are the most popular aspects of Campus Caf, followed by the friendliness and efficiency of staff. The coffee selection, especially, got favourable reviews. A small group liked “nothing” about Campus Caf, not even availability.

*“Better food variety and healthier choices than before”*



### CAMPUS CAF: WHAT WOULD YOU RECOMMEND TO MAKE YOUR EXPERIENCE BETTER?

Campus Caf clients also made numerous recommendations that would make their experience better. A summary appears in chart form below. Better value tops the list, followed by Improved food choices, quality and variety and Better customer service, traffic flow and speed of service.



## CAMPUS CAF: GAP ANALYSIS

This analysis combines the importance customers place on a given aspect with their satisfaction levels regarding that particular aspect. The gap between the two ratings (Importance minus Satisfaction) displays which aspects are of most urgency to customers and hence management.<sup>10</sup> Positive gaps (of which there are none in the present analysis) indicate that Satisfaction exceeds Importance, signifying strengths to varying degrees. On the other hand, the larger the negative gap, the higher the priority for management intervention, whether improved communication, marketing or service changes.

The actual mean (average) values for satisfaction and importance on each of the aspects are provided in the next section, entitled “Report Card”.

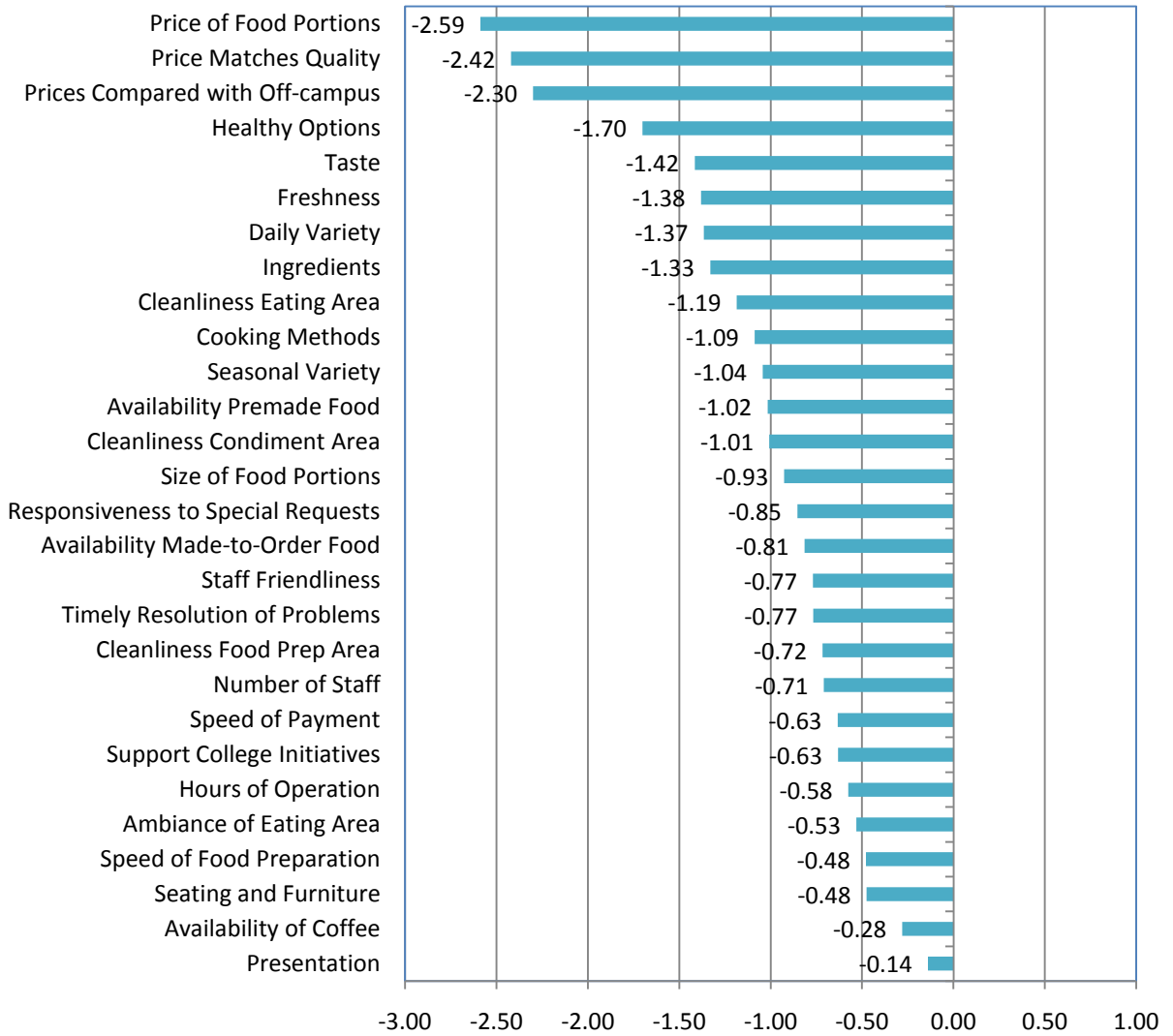
For Campus Caf, the three price variables (Price of food portions, Price matches quality, Price compared to off-campus outlets) suffer from the largest gaps between importance and satisfaction in the mind of the average customer. In other words, on average, importance is high while average satisfaction is low for each of the three price factors. “Healthy options” is the next priority, according to this analysis, followed by Taste, Freshness, Daily variety, Ingredients and Cleanliness of eating area.

*“Better food, cheaper, and more available. I would like to see more options like the yogurt parfait thing, but it is so expensive.....”*

---

<sup>10</sup> Using the cafeteria survey’s 5-point scale, the maximum negative gap would be -4 (Very important-Very dissatisfied) while the maximum positive gap would be 4 (Not at all important-Very satisfied). A zero rating could result from several combinations, for example, Very important-Very satisfied and Not at all important-Very dissatisfied.

## Campus Caf: Gap between Importance and Satisfaction



## CAMPUS CAF: REPORT CARD, 2009

The following table summarizes the mean for both Satisfaction and Importance on each aspect of the Campus Caf<sup>11</sup> and the corresponding letter rating for 2009.<sup>12</sup>

CAMPUS CAF, 2009		Satisfaction (mean)	Importance (mean)	2009 rating
QUALITY AND VARIETY	Taste	2.72	1.29	C
	Freshness	2.58	1.19	B
	Presentation	2.57	2.43	(b)
	Ingredients used	2.84	1.51	C
	Cooking methods (baked, fried)	2.80	1.73	C
	Availability of healthy food options	3.06	1.36	D
	Variety of seasonal main course items	3.19	2.21	(d)
	Variety of daily main course items	3.28	1.97	d
SERVICE	Staff friendliness	2.29	1.52	B
	Number of staff	2.49	1.79	B
	Speed of food preparation	2.15	1.71	B
	Speed of payment	2.37	1.73	B
	Responsiveness to special food requests	2.78	2.21	(c)
	Timely resolution of problems	2.75	2.10	c
	Support of College initiatives and events	2.92	2.41	(c)
	Hours of operation	2.31	1.74	B
	Availability of coffee throughout the day	2.14	2.19	(b)
	Availability of made-to-order food throughout day	2.75	2.01	c
Availability of pre-made foods throughout the day	2.85	1.87	c	
VALUE FOR MONEY	Size of food portions	2.51	1.56	B
	Price of food portions	3.84	1.25	E
	Price matches quality	3.67	1.24	D
	Prices compared with off-campus food outlets	3.76	1.48	E
SURROUNDINGS	Cleanliness of eating area	2.62	1.42	B
	Cleanliness of condiment area	2.59	1.59	B
	Cleanliness of food preparation area	2.03	1.30	B
	Seating and furniture	2.48	2.01	b
	Ambiance of eating area	2.83	2.32	(c)

<sup>11</sup> The scales run from 1 to 5, where 1=Very satisfied or Very important and 5=Very dissatisfied or Not at all important.

<sup>12</sup> Refer to the Management Action Matrix on page 8 for an explanation of each rating.

## CAMPUS CAF: SUGGESTED ACTIONS, 2009

The following table summarizes the management actions associated with the Campus Caf's ratings. Items in the upper left corner—price of food portions and prices compared with off-campus food outlets, as well as availability of healthy food options and price matches quality—are the highest priority for management action, which may include communication.

<p><b>E: Urgent need for immediate action</b></p> <p>Price of food portions</p> <p>Prices compared with off-campus food outlets</p>	<p><b>D: Action in this area has a high priority</b></p> <p>Availability of healthy food options</p> <p>Price matches quality</p>	<p><b>C: This area to be targeted for future improvement</b></p> <p>Taste</p> <p>Ingredients used</p> <p>Cooking methods (baked, fried)</p>	<p><b>B: Ensure no slippage, improve where possible</b></p> <p>Freshness</p> <p>Staff friendliness</p> <p>Number of staff</p> <p>Speed of food preparation</p> <p>Speed of payment</p> <p>Hours of operation</p> <p>Size of food portions</p> <p>Cleanliness of eating area; condiment area; food preparation area</p>	<p><b>A: Maintain excellent standards</b></p> <p>N/A</p>
<p><b>e: Action to substantially improve this area</b></p> <p>N/A</p>	<p><b>d: Target this area for improvement</b></p> <p>Variety of daily main course items</p>	<p><b>c: Ensure no slippage</b></p> <p>Timely resolution of problems</p> <p>Availability of made-to-order food and pre-made foods throughout the day</p>	<p><b>b: Maintain standards</b></p> <p>Seating and furniture</p>	<p><b>a: Avoid overkill</b></p> <p>N/A</p>
<p><b>(e): Improve where resources permit</b></p> <p>N/A</p>	<p><b>(d): Ensure no further slippage</b></p> <p>Variety of seasonal main course items</p>	<p><b>(c): Restrict attention</b></p> <p>Responsiveness to special food requests</p> <p>Support of College initiatives and events</p> <p>Ambiance of eating area</p>	<p><b>(b): Maintain standards where possible</b></p> <p>Presentation</p> <p>Availability of coffee throughout the day</p>	<p><b>(a): No need for action here</b></p> <p>N/A</p>

**CAMPUS CAF: RATINGS COMPARED TO PREVIOUS YEARS**

Overall, Campus Caf has stayed the course in 2009, although ratings are higher for Freshness, Presentation, Cooking methods, Ingredients used, Speed of payment, and Number of staff. Declines in several ratings bear mentioning, including Price of food portions, Prices compared to off-campus food outlets, and Ambiance of eating area.

		RATINGS				DIRECTION OF CHANGE
		2005	2006	2008	2009	
<b>QUALITY AND VARIETY</b>	Freshness	B	C	C	B	↑
	Taste	C	C	C	C	↔
	Presentation	(c)	(c)	(c)	(b)	↑
	Cooking methods (baked, fried, deep fried)	C	D	D	C	↑
	Ingredients used	C	D	D	C	↑
	Availability of healthy food options	D	D	D	D	↔
	Variety of daily main course items	c	d	d	d	↔
	Variety of seasonal main course items available	c	(d)	(d)	(d)	↔
<b>SERVICE</b>	Staff friendliness	B	B	B	B	↔
	Speed of food preparation	C	C	B	B	↔
	Availability of coffee throughout the day	B	B	b	(b)	↔
	Hours of operation	B	B	b	B	↔
	Speed of payment	C	C	C	B	↑
	Availability of made-to-order food throughout the day	C	c	c	c	↔
	Timely resolution of problems	c	c	c	c	↔
	Availability of pre-made foods throughout the day	D	c	c	c	↔
	Support of college initiatives and events	(b)	(c)	(c)	(c)	↔
	Responsiveness of special food requests	c	c	(c)	(c)	↔
	Number of staff	C	D	D	B	↑
<b>VALUE FOR MONEY</b>	Size of food portions	B	C	B	B	↔
	Prices compared with off-campus food outlets	D	D	C	E	↓
	Price of food portions	D	D	D	E	↓
	Price matches quality	D	D	D	D	↔
<b>SURROUNDINGS</b>	Cleanliness of food preparation area	B	B	B	B	↔
	Cleanliness of eating area	B	C	B	B	↔
	Cleanliness of condiment area	B	C	B	B	↔
	Seating and furniture	b	b	b	b	↔
	Ambiance of eating area	b	b	(b)	(c)	↓

## URBAN DINER RESULTS

### URBAN DINER: DEMOGRAPHICS

More than three-quarters of the 148 respondents who evaluated Urban Diner are students (80%), while the remaining 20% are employees. Just over one-quarter of those offering feedback on Urban Diner have been at Camosun College less than a year (27%), while more than half have been here 1 to 4 years (52%). A further 10% each have been at Camosun 5 to 9 years or 10 years or more.

#### Length of time at Camosun College

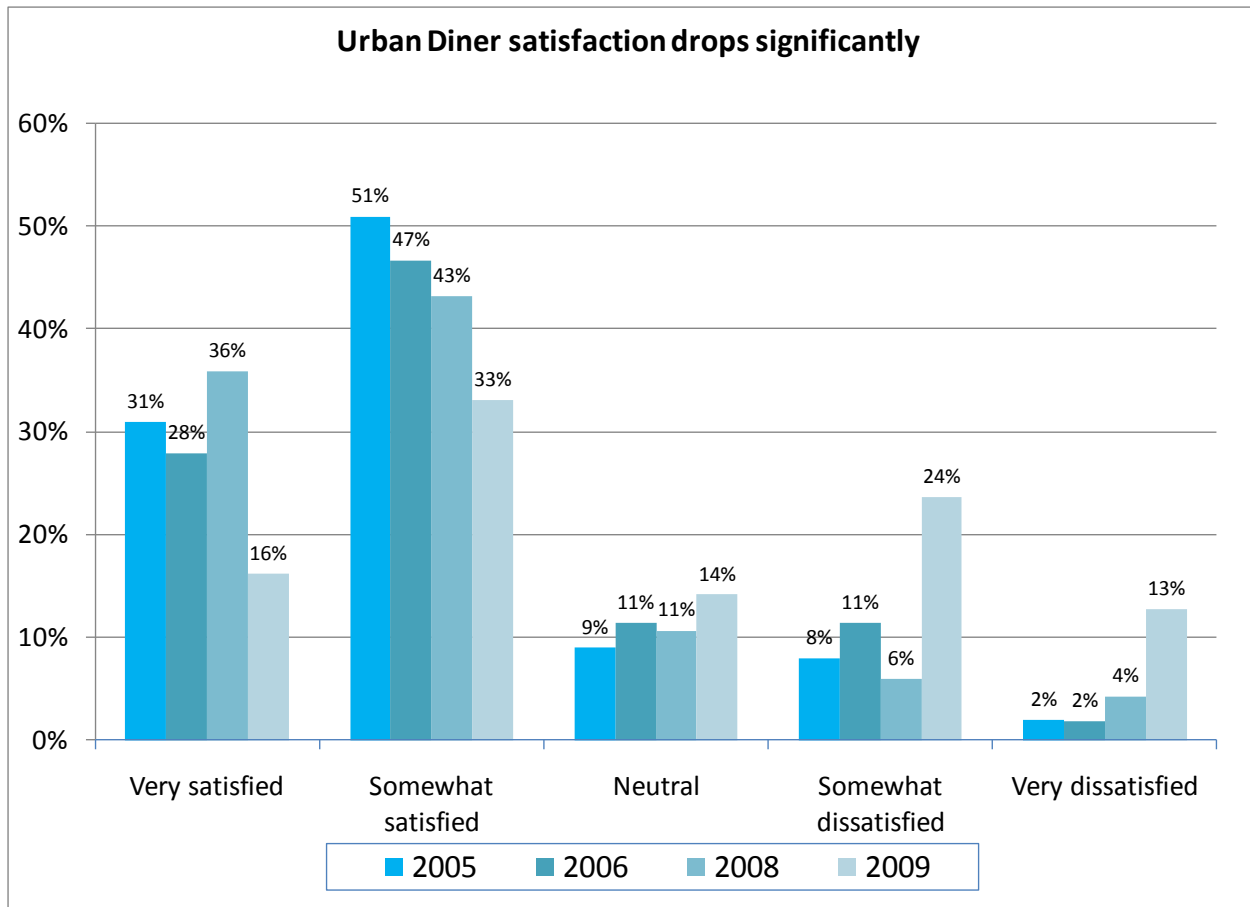
	N	%
Less than a year	40	27.4
1 to 4 years	76	52.1
5 to 9 years	15	10.3
10 years or more	15	10.3
<b>Total</b>	<b>146</b>	<b>100.0</b>

Most students (92%) and employees (80%) providing feedback on Urban Diner have Interurban as their primary campus.

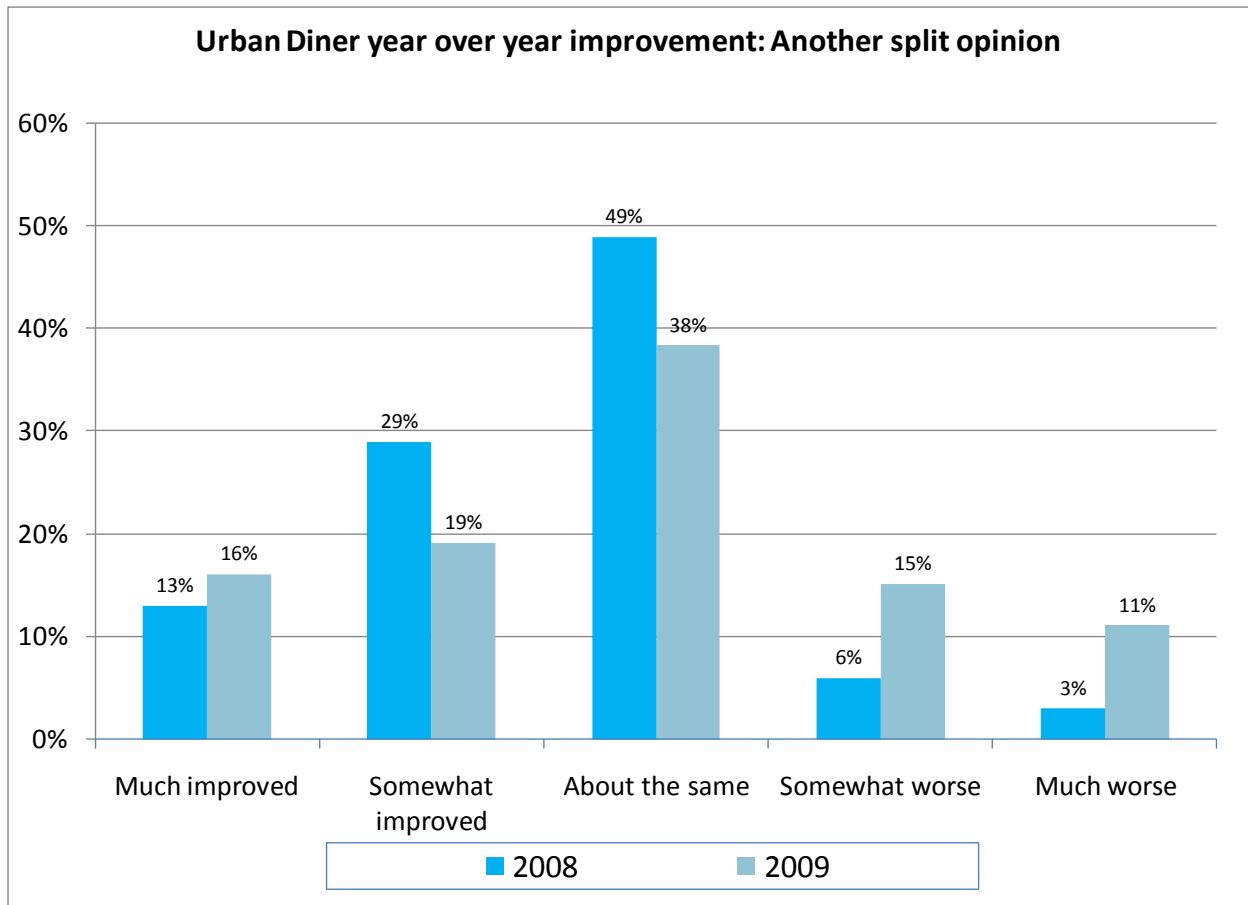
#### Campus by role

	N	Student	Employee	Total
Interurban	132	92%	80%	<b>90%</b>
Lansdowne	13	6%	20%	<b>9%</b>
Both	2	2%	0%	<b>1%</b>
<b>Total</b>	<b>147</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

OVERALL SATISFACTION WITH URBAN DINER



### URBAN DINER: IMPROVEMENT



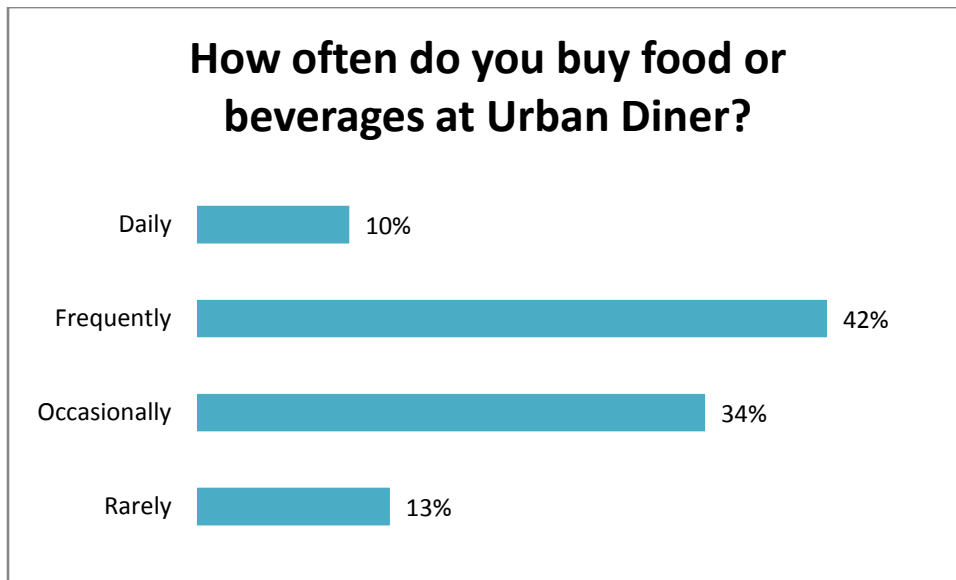
### URBAN DINER: REASONS FOR PATRONIZING

Convenience has become an even more important reason for choosing the Urban Diner (86% in 2009 compared to 79% in 2008). The surroundings are cited as a reason nearly twice as often in 2009 (13% compared to 7% in 2008); price, however, is cited as a reason only half as often (16% in 2009 vs. 31% in 2008). More than one in ten customers (11%) volunteer that they go to the Urban Diner mainly because of lack of other options on campus.

*“Because it is the only spot on campus to get food after 1:30 (bookstore doesn't count)”*

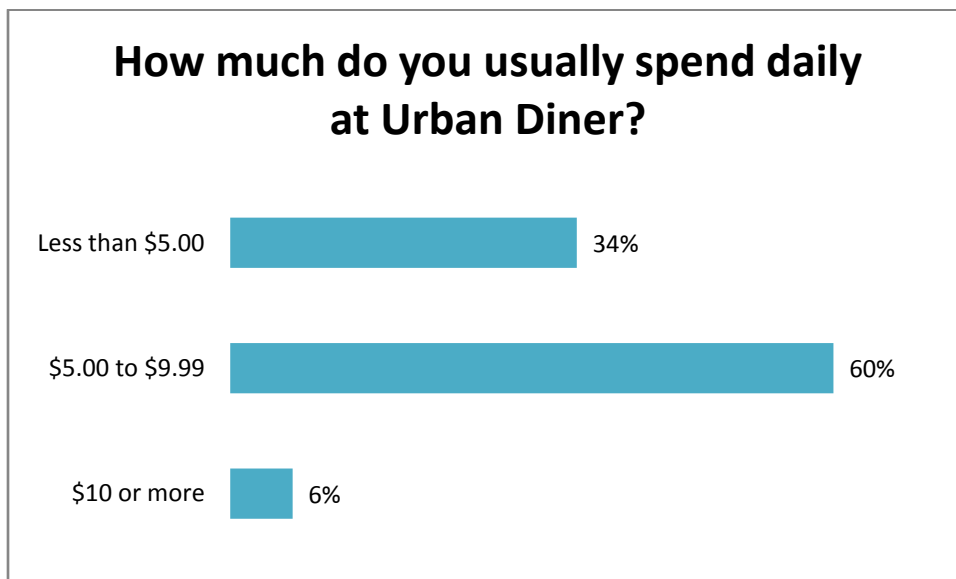
*“coffee is good and readily available”*

### URBAN DINER: FREQUENCY OF PURCHASE



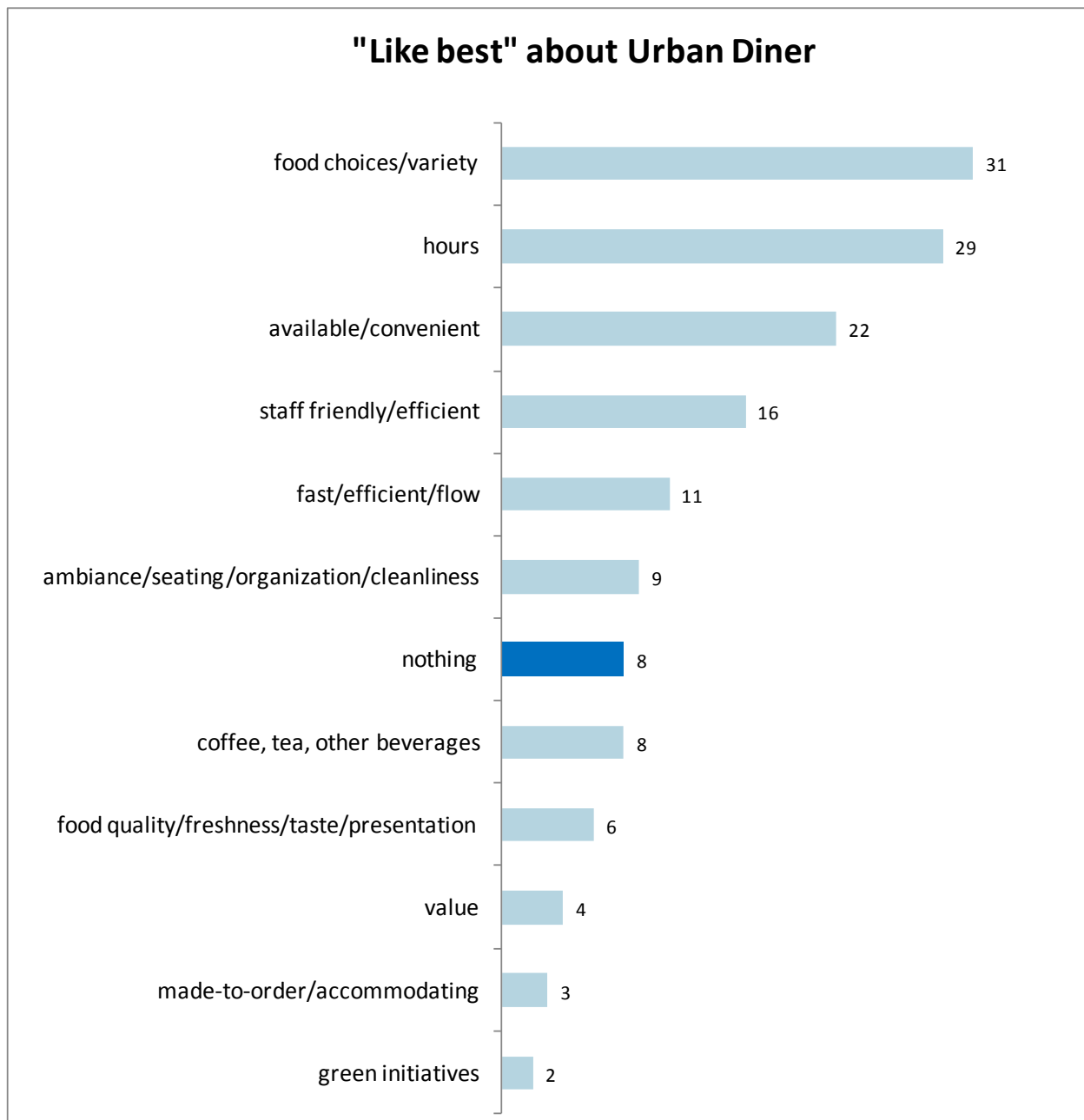
Options provided were: Daily; Frequently, at least once a week; Occasionally, a few times a month; Rarely, a couple of times a year or less.

### URBAN DINER: USUAL AMOUNT SPENT



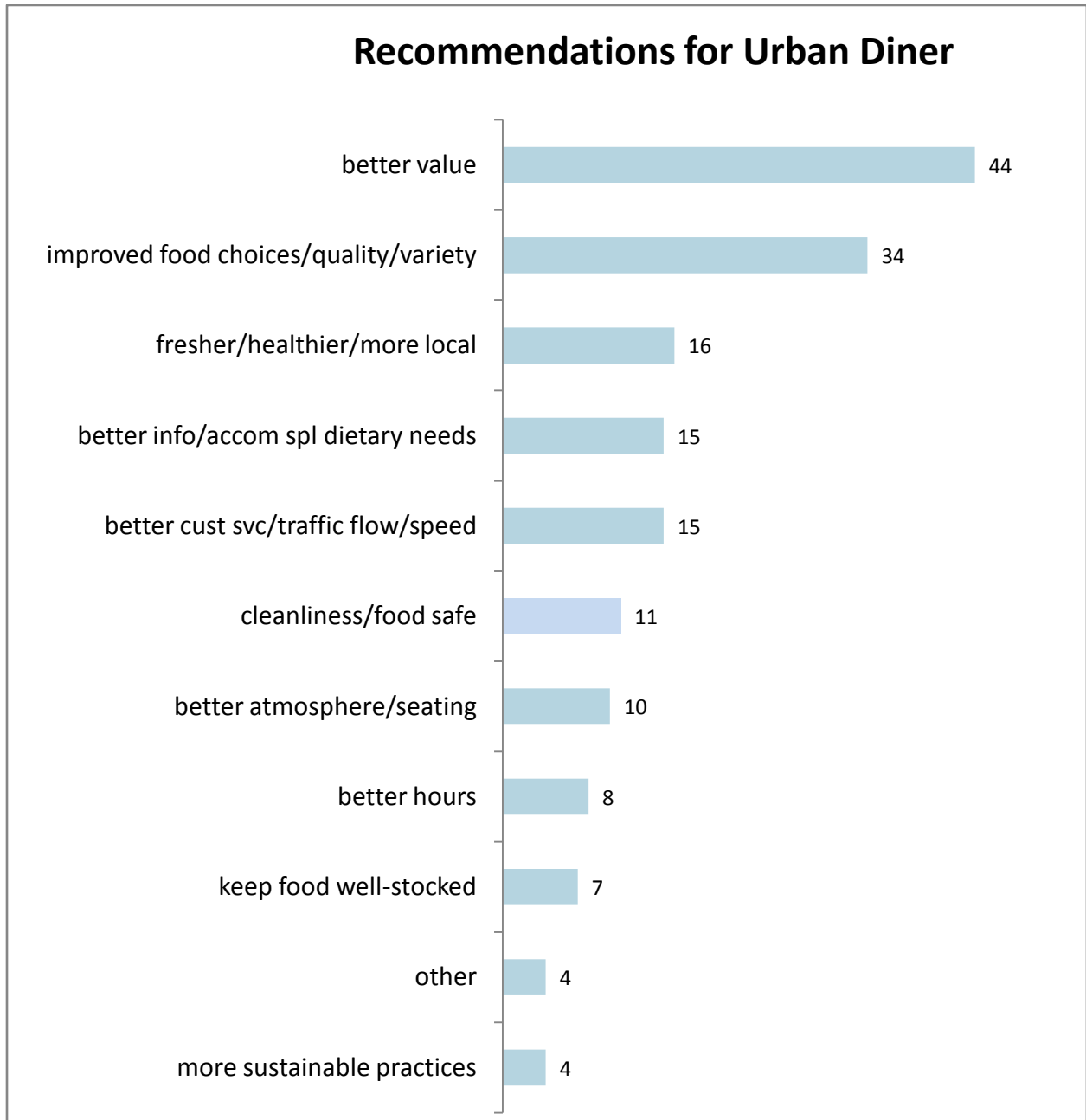
## URBAN DINER: WHAT DO YOU LIKE BEST?

Urban Diner clients made numerous comments when asked “What do you like best about Urban Diner?” A summary appears in chart form below. Food choices and variety are the most popular aspects of Urban Diner, followed by Hours open. Availability/convenience was also high on the list. A small group liked “nothing” about Urban Diner, not even availability.



### URBAN DINER: WHAT WOULD YOU RECOMMEND TO MAKE YOUR EXPERIENCE BETTER?

Urban Diner clients also made numerous recommendations that would make their experience better. A summary appears in chart form below. Better value tops the list, followed by Improved food choices, quality and variety.



## URBAN DINER: GAP ANALYSIS

This analysis combines the importance customers place on a given aspect with their satisfaction levels regarding that particular aspect. The gap between the two ratings (Importance minus Satisfaction) displays which aspects are of most urgency to customers and hence management.<sup>13</sup> Positive gaps indicate that Satisfaction exceeds Importance, signifying strength. On the other hand, the larger the negative gap, the higher the priority for management intervention, whether improved communication, marketing or service changes.

The actual mean (average) values for satisfaction and importance on each of the aspects are provided in the next section, entitled “Report Card”.

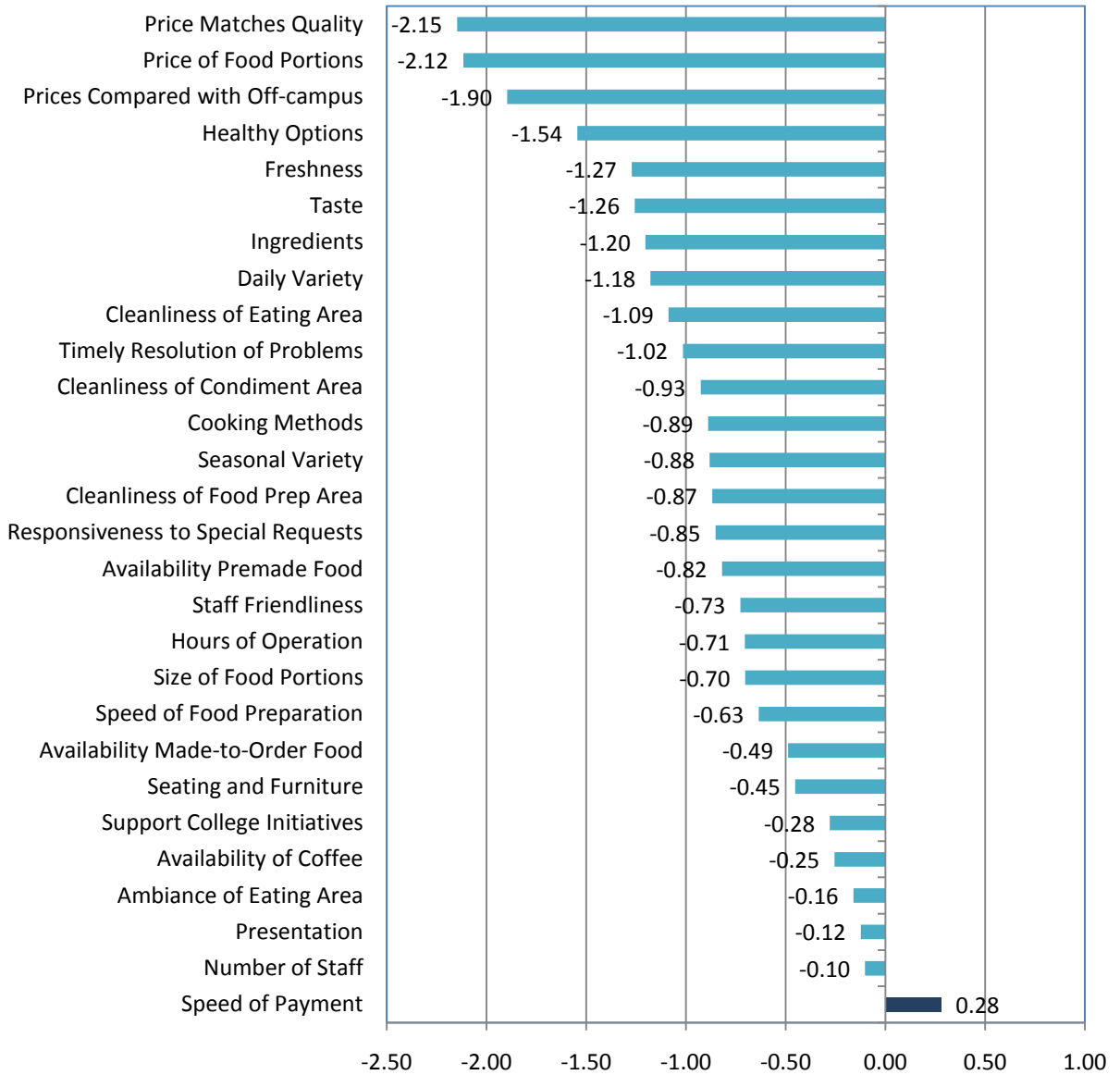
The gap profile for Urban Diner is similar to that for Campus Caf. The three price variables (Price of food portions, Price matches quality, Price compared to off-campus outlets) suffer from the largest gaps between importance and satisfaction in the mind of the average customer. In other words, on average, importance is high while average satisfaction is low for each of the three price factors. “Healthy options” is the next priority, according to this analysis, followed by Freshness, Taste, Ingredients, Daily variety, Cleanliness of eating area, and Timely resolution of problems.

On the positive side, customers are fairly satisfied with Speed of payment, i.e. there is a positive gap.

---

<sup>13</sup> Using the cafeteria survey’s 5-point scale, the maximum negative gap would be -4 (Very important-Very dissatisfied) while the maximum positive gap would be 4 (Not at all important-Very satisfied). A zero rating could result from several combinations, for example, Very important-Very satisfied and Not at all important-Very dissatisfied.

## Urban Diner: Gap between Importance and Satisfaction



## URBAN DINER: REPORT CARD, 2009

The following table summarizes the mean for both Satisfaction and Importance on each aspect of the Urban Diner<sup>14</sup> and the corresponding letter rating for 2009.<sup>15</sup>

URBAN DINER, 2009		Satisfaction (mean)	Importance (mean)	2009 rating
QUALITY AND VARIETY	Taste	2.56	1.32	B
	Freshness	2.52	1.25	B
	Presentation	2.62	2.49	(b)
	Ingredients used	2.76	1.58	C
	Cooking methods (baked, fried)	2.78	1.86	c
	Availability of healthy food options	3.10	1.64	D
	Variety of seasonal main course items	3.26	2.56	(d)
	Variety of daily main course items	3.24	2.19	(d)
SERVICE	Staff friendliness	2.34	1.64	B
	Number of staff	2.15	2.07	b
	Speed of food preparation	2.18	1.58	B
	Speed of payment	1.62	1.91	a
	Responsiveness to special food requests	2.72	2.32	(c)
	Timely resolution of problems	2.86	2.19	(c)
	Support of College initiatives and events	2.90	2.82	(c)
	Hours of operation	2.23	1.55	B
	Availability of coffee throughout the day	2.10	2.20	(b)
	Availability of made-to-order food throughout the day	2.43	2.01	b
	Availability of pre-made foods throughout the day	2.72	1.99	c
VALUE FOR MONEY	Size of food portions	2.28	1.63	B
	Price of food portions	3.36	1.30	D
	Price matches quality	3.43	1.37	D
	Prices compared with off-campus food outlets	3.43	1.62	D
SURROUNDINGS	Cleanliness of eating area	2.40	1.36	B
	Cleanliness of condiment area	2.38	1.50	B
	Cleanliness of food preparation area	2.15	1.33	B
	Seating and furniture	2.48	2.08	b
	Ambiance of eating area	2.47	2.41	(b)

<sup>14</sup> The scales run from 1 to 5, where 1=Very satisfied or Very important and 5=Very dissatisfied or Not at all important.

<sup>15</sup> Refer to the Management Action Matrix on page 8 for an explanation of each rating.

URBAN DINER: SUGGESTED ACTIONS, 2009

<p><b>E: Urgent need for immediate action</b></p> <p>N/A</p>	<p><b>D: Action in this area has a high priority</b></p> <p>Availability of healthy food options</p> <p>Price of food portions</p> <p>Price matches quality</p> <p>Prices compared with off-campus food outlets</p>	<p><b>C: This area to be targeted for future improvement</b></p> <p>Ingredients used</p>	<p><b>B: Ensure no slippage, improve where possible</b></p> <p>Taste</p> <p>Freshness</p> <p>Staff friendliness</p> <p>Speed of food preparation</p> <p>Hours of operation</p> <p>Size of food portions</p> <p>Cleanliness of eating area; condiment area; food preparation area</p>	<p><b>A: Maintain excellent standards</b></p> <p>N/A</p>
<p><b>e: Action to substantially improve this area</b></p> <p>N/A</p>	<p><b>d: Target this area for improvement</b></p> <p>N/A</p>	<p><b>c: Ensure no slippage</b></p> <p>Cooking methods (baked, fried)</p> <p>Availability of pre-made foods throughout the day</p>	<p><b>b: Maintain standards</b></p> <p>Number of staff</p> <p>Availability of made-to-order food throughout the day</p> <p>Seating and furniture</p>	<p><b>a: Avoid overkill</b></p> <p>Speed of payment</p>
<p><b>(e): Improve where resources permit</b></p> <p>N/A</p>	<p><b>(d): Ensure no further slippage</b></p> <p>Variety of seasonal main course items</p> <p>Variety of daily main course items</p>	<p><b>(c): Restrict attention</b></p> <p>Responsiveness to special food requests</p> <p>Timely resolution of problems</p> <p>Support of College initiatives and events</p>	<p><b>(b): Maintain standards where possible</b></p> <p>Presentation</p> <p>Availability of coffee throughout the day</p> <p>Ambiance of eating area</p>	<p><b>(a): No need for action here</b></p> <p>N/A</p>

URBAN DINER: RATINGS COMPARED TO PREVIOUS YEARS

Ratings of 11 aspects of Urban Diner services are the same in 2008 as in 2009. Unfortunately, all other ratings have declined, and no ratings have improved.

## URBAN DINER: RATINGS 2005-2009

		RATINGS				DIRECTION OF CHANGE
		2005	2006	2008	2009	
QUALITY AND VARIETY	Freshness	B	B	B	B	↔
	Taste	A	B	B	B	↔
	Ingredients used	B	b	B	C	↓
	Cooking methods (baked, fried, deep fried)	b	b	b	c	↓
	Variety of daily main course items	b	c	b	(d)	↓
	Presentation	(b)	(b)	(b)	(b)	↔
	Variety of main course items available seasonally	(b)	(c)	(b)	(d)	↓
	Availability of healthy food options	B	c	C	D	↓
SERVICE	Speed of payment	a	a	A	a	↔
	Staff friendliness	A	B	A	B	↓
	Hours of operation	A	a	A	B	↓
	Availability of made-to-order foods throughout the day	b	b	A	b	↓
	Availability of coffee throughout the day	A	a	a	(b)	↓
	Speed of food preparation	B	B	B	B	↔
	Responsiveness to special food requests	B	(b)	b	(c)	↓
	Timely resolution of problems	B	b	b	(c)	↓
	Number of staff	A	B	b	B	↔
	Availability of pre-made foods throughout the day	B	b	b	c	↓
	Support of college initiatives and events	b	(b)	(b)	(c)	↓
VALUE FOR MONEY	Size of food portions	B	B	A	B	↓
	Price of food portions	B	B	B	D	↓
	Prices compared with off-campus food outlets	B	B	B	D	↓
	Price matches quality	B	B	B	D	↓
SURROUNDINGS	Cleanliness of food preparation area	B	B	B	B	↔
	Cleanliness of eating area	B	B	B	B	↔
	Cleanliness of condiment area	B	B	B	B	↔
	Seating and furniture	b	b	b	b	↔
	Ambiance of eating area	b	(b)	(b)	(b)	↔

## JAVA EXPRESS RESULTS

### JAVA EXPRESS DEMOGRAPHICS

More than three-quarters of the 41 respondents who evaluated Java Express are students (78%), while the remaining 22% are employees. It should be noted that this is a small sample size in absolute terms as well as relative to last year, so results should be used with caution. More than one-third of the respondents have been at Camosun College less than a year (36%), while 41% have been here 1 to 4 years, 10% have been here 5 to 9 years, and 13% have been at the College 10 years or more.

#### Length of time at Camosun College

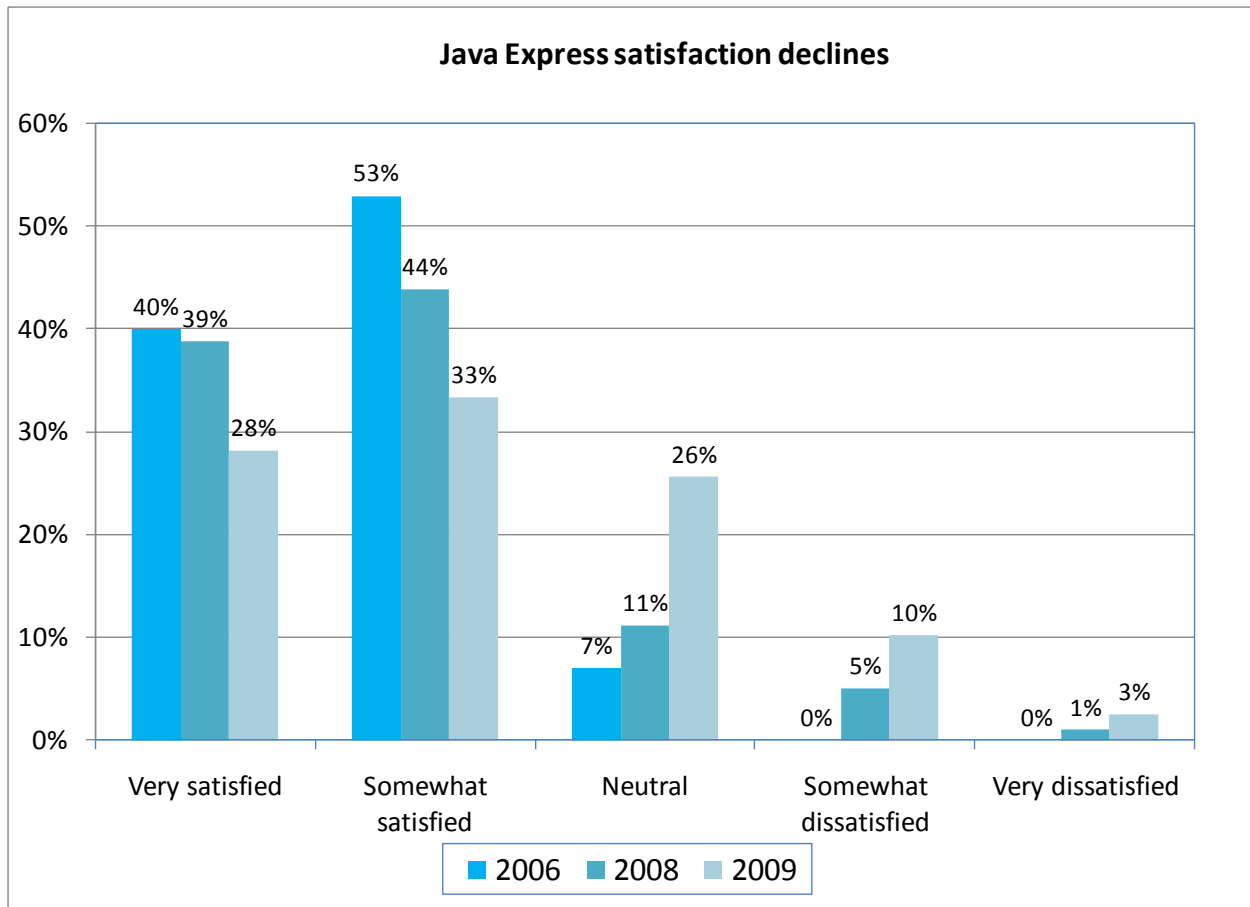
	<b>N</b>	<b>%</b>
Less than a year	14	35.9
1 to 4 years	16	41.0
5 to 9 years	4	10.3
10 years or more	5	12.8
<b>Total</b>	<b>39</b>	<b>100.0</b>

Most employees (89%) and students (66%) providing feedback on Java Express have Interurban as their primary campus.

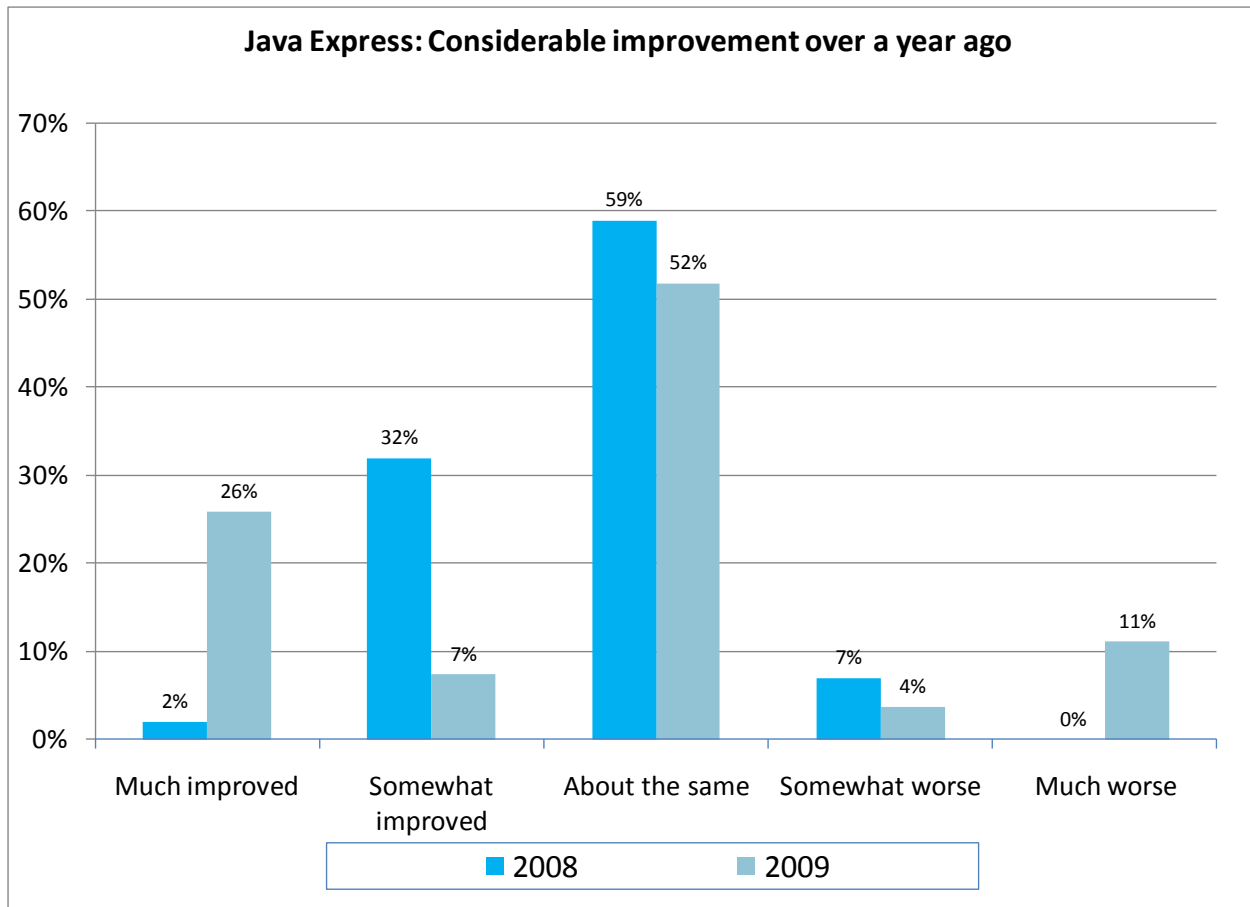
#### Campus by role

	<b>n</b>	<b>Student</b>	<b>Employee</b>	<b>Total</b>
Interurban	29	66%	89%	<b>71%</b>
Lansdowne	12	34%	11%	<b>29%</b>
<b>Total</b>	<b>41</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

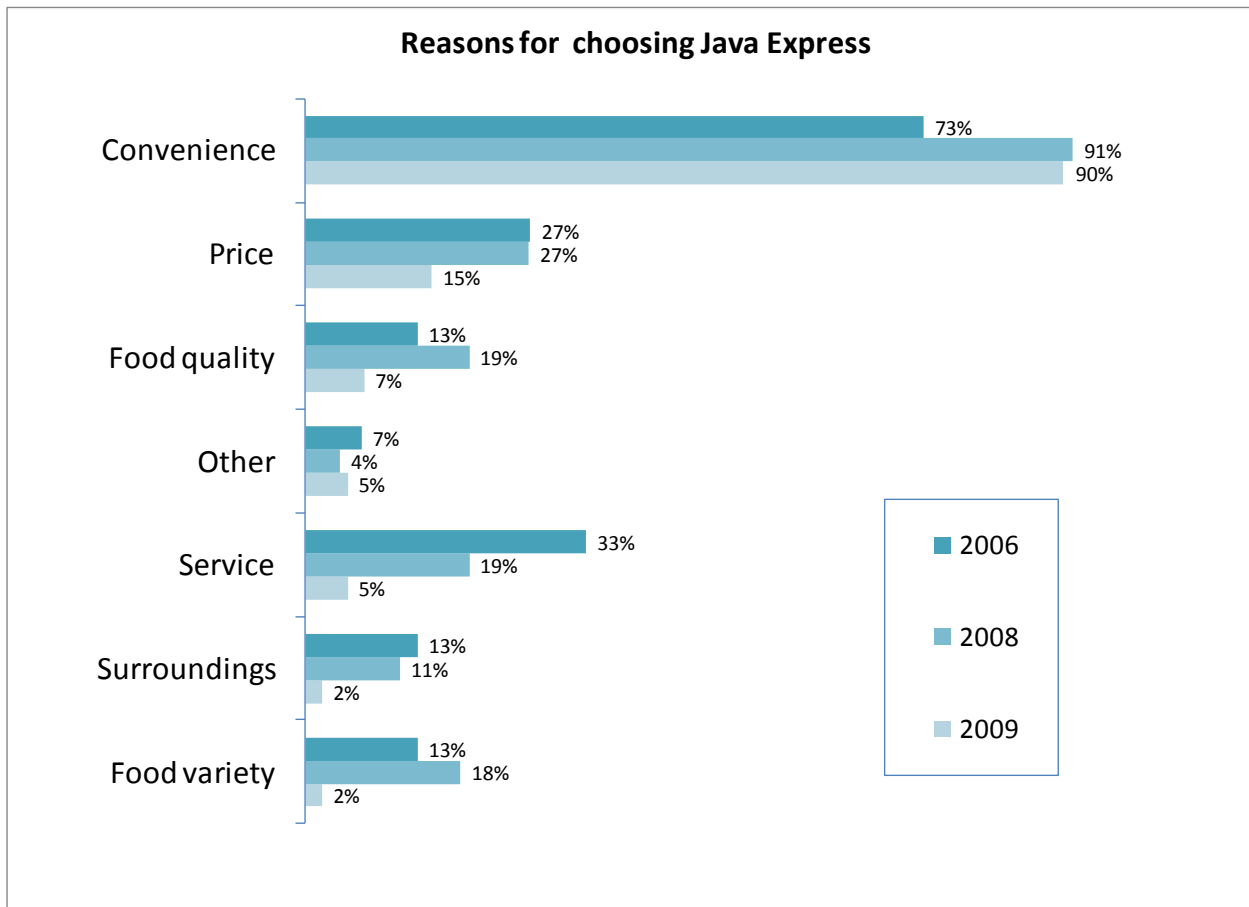
OVERALL SATISFACTION WITH JAVA EXPRESS



JAVA EXPRESS: IMPROVEMENT



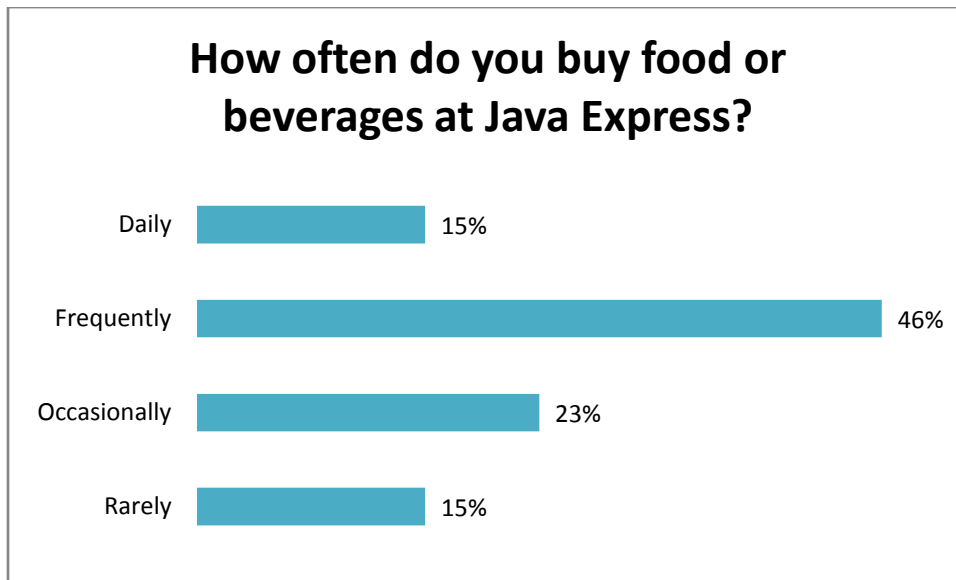
JAVA EXPRESS: REASONS FOR PATRONIZING



*Super nice to have the service in the building, especially during awful weather.*

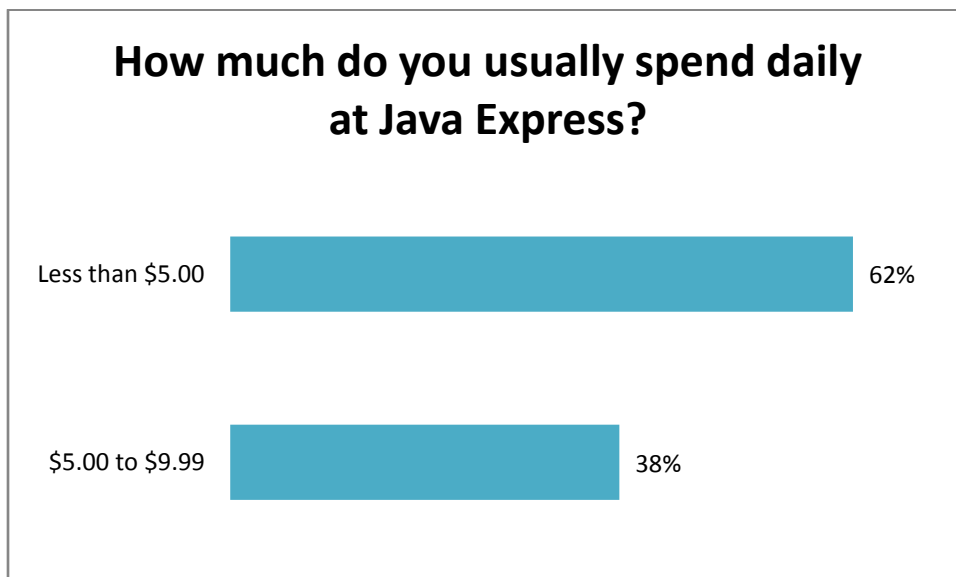
*Cookies.*

### JAVA EXPRESS: FREQUENCY OF PURCHASE



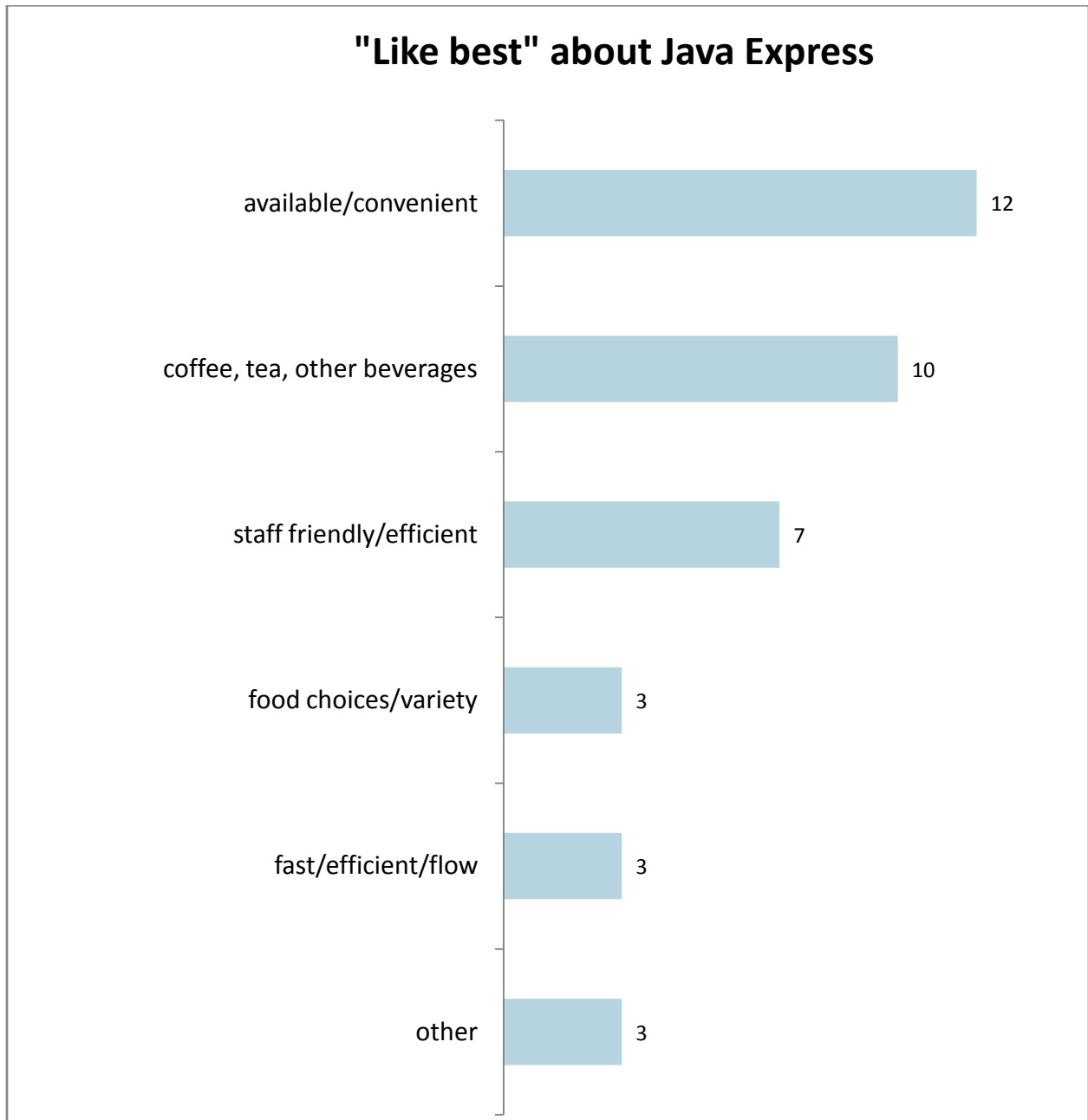
Options provided were: Daily; Frequently, at least once a week; Occasionally, a few times a month; Rarely, a couple of times a year or less

### JAVA EXPRESS: USUAL AMOUNT SPENT



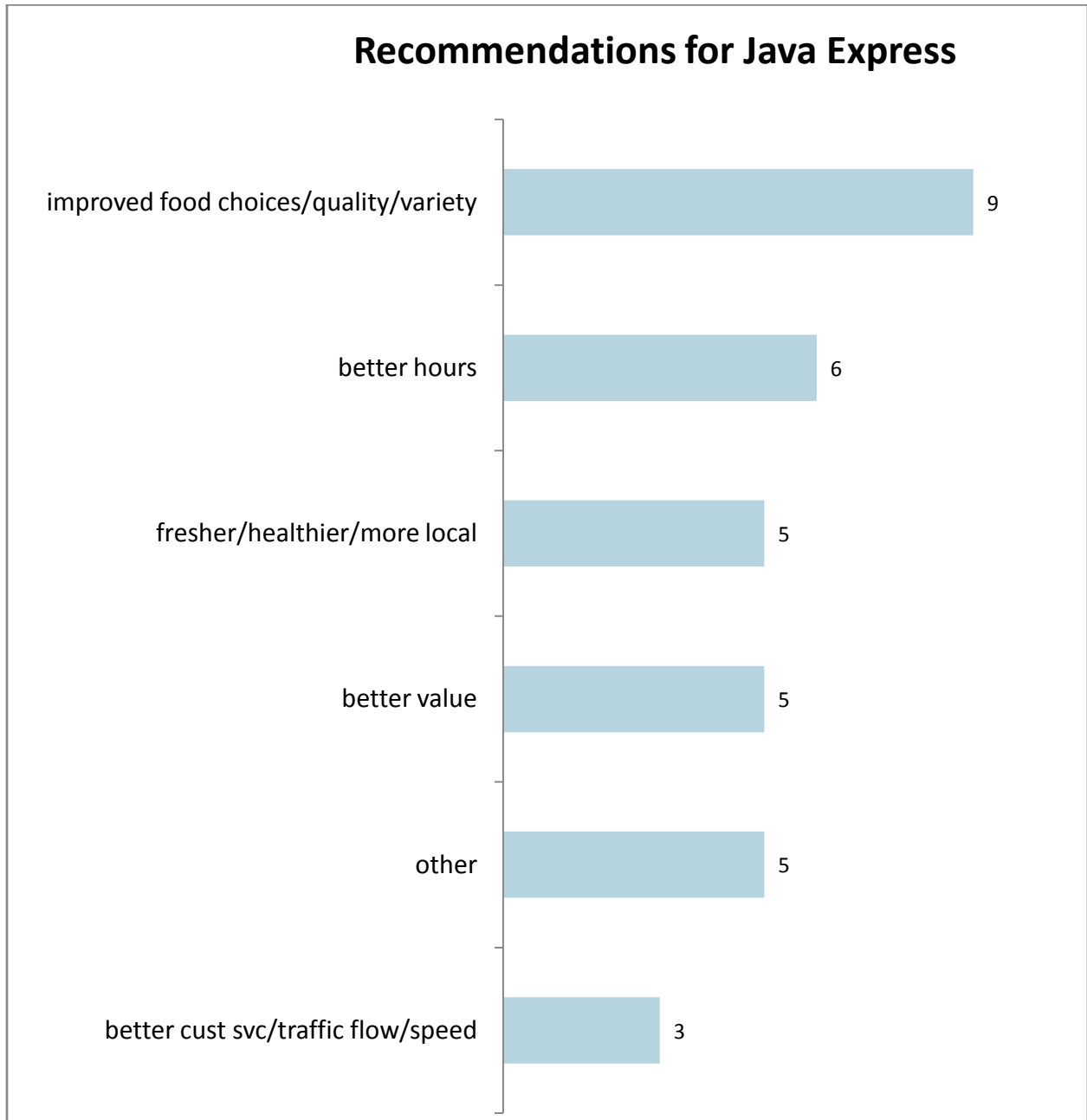
### JAVA EXPRESS: WHAT DO YOU LIKE BEST?

The small number of people providing feedback on Java Express means that there were relatively few comments when asked “What do you like best about Java Express?” A summary appears in chart form below. Availability and convenience top the list, followed by Coffee, tea and other beverages and Staff friendly/efficient.



### JAVA EXPRESS: WHAT WOULD YOU RECOMMEND TO MAKE YOUR EXPERIENCE BETTER?

Java Express clients also made some recommendations that would make their experience better. A summary appears in chart form below. Improved food choices, quality and variety tops the list, followed by Better hours and Fresher/healthier/more local choices.



## JAVA EXPRESS: GAP ANALYSIS

This analysis combines the importance customers place on a given aspect with their satisfaction levels regarding that particular aspect. The gap between the two ratings (Importance minus Satisfaction) displays which aspects are of most urgency to customers and hence management.<sup>16</sup> Positive gaps indicate that Satisfaction exceeds Importance, signifying strength. On the other hand, the larger the negative gap, the higher the priority for management intervention, whether improved communication, marketing or service changes.

The actual mean (average) values for satisfaction and importance on each of the aspects are provided in the next section, entitled "Report Card".

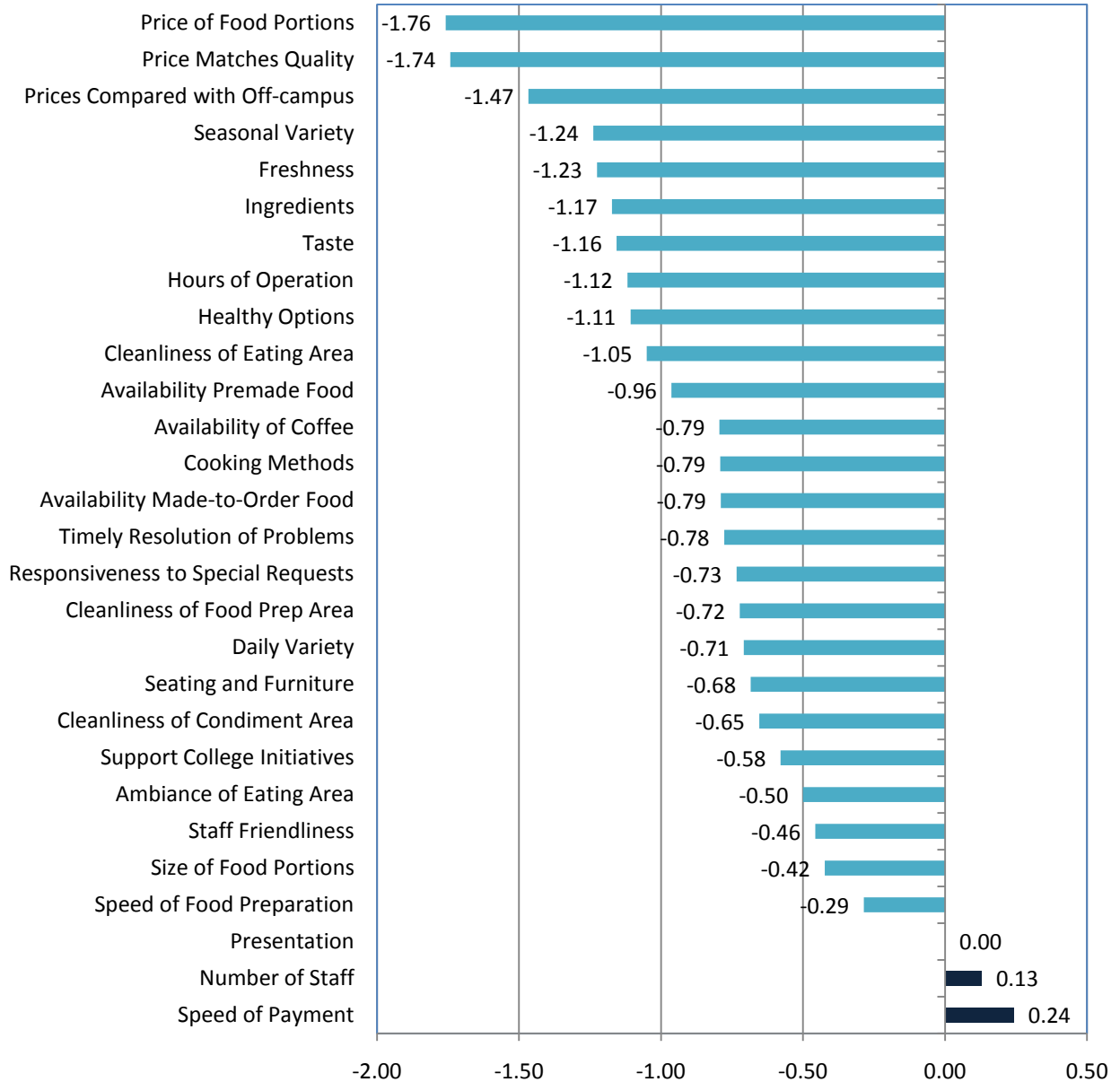
Similar to Campus Caf and Urban Diner, the three price variables (Price of food portions, Price matches quality, Price compared to off-campus outlets) suffer from the largest gaps between importance and satisfaction in the mind of the average customer. In other words, on average, importance is high average satisfaction is low for each of the three price factors. Seasonal variety is the next priority, according to this analysis, followed by Freshness, Ingredients, Taste, Hours of operation, Healthy options, Cleanliness of eating area, and Availability of premade food.

On the positive side, customers are fairly satisfied with Speed of payment and Number of staff, i.e. there is a positive gap. Furthermore, there is no gap between satisfaction and importance on Presentation.

---

<sup>16</sup> Using the cafeteria survey's 5-point scale, the maximum negative gap would be -4 (Very important-Very dissatisfied) while the maximum positive gap would be 4 (Not at all important-Very satisfied). A zero rating could result from several combinations, for example, Very important-Very satisfied and Not at all important-Very dissatisfied.

## Java Express: Gap between Importance and Satisfaction



## JAVA EXPRESS: REPORT CARD, 2009

The following table summarizes the mean for both Satisfaction and Importance on each aspect of Java Express<sup>17</sup> and the corresponding letter rating for 2009.<sup>18</sup>

JAVA EXPRESS, 2009		Satisfaction (mean)	Importance (mean)	2009 rating
QUALITY AND VARIETY	Taste	2.53	1.42	B
	Freshness	2.38	1.19	B
	Presentation	2.33	2.28	(b)
	Ingredients used	2.63	1.66	B
	Cooking methods (baked, fried)	2.60	2.00	b
	Availability of healthy food options	2.79	1.81	c
	Variety of seasonal main course items	3.18	2.30	(d)
	Variety of daily main course items	3.00	2.32	(c)
SERVICE	Staff friendliness	2.03	1.57	B
	Number of staff	1.90	2.00	a
	Speed of food preparation	1.91	1.92	a
	Speed of payment	1.52	1.76	A
	Responsiveness to special food requests	2.60	2.44	(b)
	Timely resolution of problems	2.56	2.04	b
	Support of College initiatives and events	2.90	2.54	(c)
	Hours of operation	2.65	1.53	B
	Availability of coffee throughout the day	2.32	1.57	B
	Availability of made-to-order food throughout the day	2.68	2.24	(c)
	Availability of pre-made foods throughout the day	2.69	1.87	c
VALUE FOR MONEY	Size of food portions	2.19	1.74	B
	Price of food portions	3.03	1.30	C
	Price matches quality	3.22	1.47	D
	Prices compared with off-campus food outlets	3.19	1.88	d
SURROUNDINGS	Cleanliness of eating area	2.39	1.54	B
	Cleanliness of condiment area	2.20	1.59	B
	Cleanliness of food preparation area	2.00	1.39	B
	Seating and furniture	2.68	1.96	c
	Ambiance of eating area	3.00	2.39	(c)

<sup>17</sup> The scales run from 1 to 5, where 1=Very satisfied or Very important and 5=Very dissatisfied or Not at all important.

<sup>18</sup> Refer to the Management Action Matrix on page 8 for an explanation of each rating.

JAVA EXPRESS: SUGGESTED ACTIONS, 2009

<p><b>E: Urgent need for immediate action</b></p> <p>N/A</p>	<p><b>D: Action in this area has a high priority</b></p> <p>Price matches quality</p>	<p><b>C: This area to be targeted for future improvement</b></p> <p>Price of food portions</p>	<p><b>B: Ensure no slippage, improve where possible</b></p> <p>Taste</p> <p>Freshness</p> <p>Ingredients used</p> <p>Staff friendliness</p> <p>Hours of operation</p> <p>Availability of coffee throughout the day</p> <p>Size of food portions</p> <p>Cleanliness of eating area; condiment area; food preparation area</p>	<p><b>A: Maintain excellent standards</b></p> <p>Speed of payment</p>
<p><b>e: Action to substantially improve this area</b></p> <p>N/A</p>	<p><b>d: Target this area for improvement</b></p> <p>Prices compared with off-campus food outlets</p>	<p><b>c: Ensure no slippage</b></p> <p>Availability of healthy food options</p> <p>Availability of pre-made foods throughout the day</p> <p>Seating and furniture</p>	<p><b>b: Maintain standards</b></p> <p>Cooking methods (baked, fried)</p> <p>Timely resolution of problems</p>	<p><b>a: Avoid overkill</b></p> <p>Number of staff</p> <p>Speed of food preparation</p>
<p><b>(e): Improve where resources permit</b></p> <p>N/A</p>	<p><b>(d): Ensure no further slippage</b></p> <p>Variety of seasonal main course items</p>	<p><b>(c): Restrict attention</b></p> <p>Variety of daily main course items</p> <p>Support of College initiatives and events</p> <p>Availability of made-to-order food throughout the day</p> <p>Ambiance of eating area</p>	<p><b>(b): Maintain standards where possible</b></p> <p>Presentation</p> <p>Responsiveness to special food requests</p>	<p><b>(a): No need for action here</b></p> <p>N/A</p>

JAVA EXPRESS: RATINGS COMPARED TO PREVIOUS YEARS

Ratings of 12 aspects of Java Express service remain the same in 2009 as in 2008. The rating of Number of staff has improved. A number of aspects now have lower ratings: Freshness, Taste, Availability of healthy food options, Variety of daily and seasonal main course items, Availability of made-to-order and pre-made foods throughout the

day, Support of College initiatives and events, and all four Value for Money aspects: Size of food portions, Price matches quality, Prices compared with off-campus food outlets, and Price of food portions.

JAVA EXPRESS: RATINGS 2006-2009

		RATINGS			DIRECTION
		2006 <sup>19</sup>	2008	2009	
QUALITY AND VARIETY	Freshness	B	A	B	↓
	Taste	A	A	B	↓
	Ingredients used	B	B	B	↔
	Cooking methods (baked, fried, deep fried)	b	B	b	↔
	Availability of healthy food options	C	B	c	↓
	Variety of daily main course items	b	(b)	(c)	↓
	Presentation	(a)	(b)	(b)	↔
	Variety of seasonal main course items	b	(b)	(d)	↓
SERVICE	Speed of payment	A	A	A	↔
	Speed of food preparation	a	A	a	↔
	Staff friendliness	A	B	B	↔
	Number of staff	a	b	a	↑
	Timely resolution of problems	A	b	b	↔
	Availability of coffee throughout the day	A	b	B	↔
	Hours of operations	b	b	B	↔
	Availability of made-to-order foods throughout the day <sup>20</sup>	b	b	(c)	↓
	Availability of pre-made foods throughout the day	b	b	c	↓
	Support of college initiatives and events	(a)	(b)	(c)	↓
Responsiveness to special food requests	(b)	(b)	(b)	↔	
VALUE FOR MONEY	Size of food portions	b	A	B	↓
	Price matches quality	b	B	D	↓
	Prices compared with off-campus food outlets	b	B	d	↓
	Price of food portions	B	B	C	↓
SURROUNDINGS	Cleanliness of food preparation area	A	A	B	↓
	Cleanliness of eating area	b	B	B	↔
	Cleanliness of condiment area	B	B	B	↔
	Seating and furniture	(b)	b	c	↓
	Ambiance of eating area	(b)	(b)	(c)	↓

<sup>19</sup> Because there were only 15 responses to the Java Express survey in 2006, the comparative results presented in this report should be viewed as indicative only. In no way are these comparisons presented as conclusive. The comparisons are provided solely to give feedback to the Java Express staff and management.