

OFFICIAL PRODUCT  
**420**  
**HIGH ST. DELI**  
FRESHLY BAKED IN THE U.S.A

Evaluation of High St. Deli Service Quality

Megan Bonwell

Haley Cahill

Alina Goodrum

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## Introduction

### Agency overview

High Street Deli has been a San Luis Obispo staple for over 100 years. Originally built in 1927, High Street Deli and Market carried a wide assortment of goods, from groceries and home goods to fishing gear. Located in the railroad district of San Luis Obispo, High Street Deli and Market was frequented by the local railroad workers and their families, stopping in for a pint of milk, cigarette or sandwich, before heading out to the railroad station.

Today, High Street Deli is an original sandwich deli, catering to the large San Luis Obispo population of college students by providing high quality, hand crafted sandwiches made with local and fresh ingredients. High Street Deli's mission is to provide quality and fresh food in an authentic, wholesome environment. Their mission of quality and authentic ingredients echoes their company slogan, "Official Product Freshly Baked in the U.S.A." High Street Deli sandwiches and salads offer large portions, piled high with the meat and produce of the customer's choosing, creating the perfect meal for hungry college students.

When customers walk into High Street Deli they experience an intimate and crowded environment. High Street is located in a small building that has four tables inside and approximately ten tables outside holding up to four people each. The decor throughout the facility gives a vintage feel, displaying old-fashioned marketing signs and classic knick knacks.

To place an order, customers must take a paper order form, located on the busy counter. This order form contains a list of High Street's signature sandwiches, as well as all items customers can add on their made-to-order sandwich or salad. Once the customer has made their decision, they place the order form into a basket where an employee will take it and read over it.

It is not until after the order form is received by an employee that they will notify the customer if they are out of any of their desired ingredients. As a result of High Street's popularity, they are often out of numerous ingredients, including the coveted dutch crunch roll. When such a situation occurs, the customer has to either choose an alternative ingredient, or forgo adding a supplementary element. Since High Street Deli is frequently visited, it is often difficult to find a table to sit at. Maneuvering throughout the facility can be just as troublesome since customers are regularly standing in any available nook or cranny waiting for their order. Typically customers will wait 15 to 30 minutes for their order, but this time can drastically increase depending on the time of day. Peak hours at High Street Deli are: 12 pm-1:30 pm and 4:20 pm-5 pm, this is known from researchers' experience visiting High St. Deli over the last 3 years. High Street offers a funky twist on the idea of Happy Hour; everyday between 4:20 pm and 5pm all sandwiches are half off, creating a rush of patrons, leading to a decrease in available seating and an increase in wait time.

#### Framework

ServQual, developed by Parasuraman, Zeithaml, and Berry, is a model utilized to measure the quality of a service, company, or product, defined by five dimensions. The conceptual foundation of ServQual was derived by researchers who outlined the meaning of service quality, along with a compilation of qualitative data of how consumers perceived and evaluated the service quality they are provided (Parasuraman, Zeithaml, & Berry 1988). In recent years, the American economy has evolved into a service economy. Americans expect quality service wherever they go, leading to companies having to perfect their ServQual dimensions in order to remain on the forefront of consumer's minds (Pakdil & Hardwood, 2005).

The first of the five dimensions is tangibility, defined as the “physical aspects of what is provided to users” (Rao & Sahu, 2013). This may include anything from the physical appearance of the facility to the equipment the company uses (Arlen, 2008). The “ability to fulfill what was promised accurately” is defined as reliability (Rao & Sahu, 2013) and is considered the most important of all five dimensions according to a research study (Arlen, 2008). Customers want to feel comfortable knowing the service provider or company is going to deliver the desired product in a timely manner. Additionally, tending to one’s consumers, whether in-person, over the phone or through email, in a timely manner is known as responsiveness.

Establishing a responsive system looks different for all companies but it is imperative for customers know that their requests are being taken care of. Furthermore, assuring customers feel as though the company is an expert in the service being provided is also important. Conveying a company’s expertise should be implemented because “if a service provider is highly skilled, but customers don’t see that, their confidence in that provider will be lower” (Arlen, 2008). Finally, ensuring every customer feels personally connected to the business and cared for by employees is defined as empathy. Ensuring employees are trained in how their interactions ultimately impact customers will help them to realize the importance of customer service.

The five dimensions defined in ServQual may not all be equally important for every company or service provider. However, to improve customer interaction and satisfaction, it is vital that every business touches on each of the dimensions. For the purposes of this project, High Street Deli’s tangibles and reliability will be evaluated to see how the fast-service restaurant.

## Purpose Statement

The purpose of the evaluation of High Street Deli, is to assess the tangibles, reliability, and responsiveness of the employees and overall facility in order to better their overall customer interactions and experiences.

## Observations

### Methods

To prepare for observations at High St. Deli, it was imperative that the ServQual dimensions that were going to be observed were clearly outlined so each group member knew exactly what to look for. When collecting data, each group member went to High St. Deli and collected data from the entire process; parking, ordering a sandwich, waiting for food, enjoying the meal and the overall atmosphere. It was important that, while collecting data at High St. Deli, group members experienced both seating areas, inside and the outside patio. These seating areas are vastly different in capacity and environment.

#### *Field Observation*

To have consistent observations throughout the process and between group members, the group decided to focus on a few main dimensions of ServQual. The three ServQual dimensions that were observed at High St. Deli were: tangibles, responsiveness and reliability. Two of these three ServQual dimensions focused on server-customer interactions, while the third dimension focused solely on the surrounding environment. All observations took place both inside and outside at High St. Deli for roughly 30 minutes to 1 hour, in order to get an overall idea of the service of the restaurant. Group members conducted covert observations at varying hours throughout the day in order to gain insight on how the population and service at High St. Deli might fluctuate at different hours. A noteworthy event may have impacted results was the “happy hour” promotion High St. Deli has between 4:20 pm and 5pm every day; during this time, all sandwiches are ½ price. This promotional deal can lead to an large influx of patrons during this small window of time, which would then impact all the ServQual dimensions that were being



observed. Note recording varied between group members but were recorded either on phones, laptops, or pencil and paper in order to blend in with the surrounding environment.

### *Checklist Observation*

The checklist was created collectively amongst the group members. The main focuses were the three ServQual dimensions: tangibility, reliability and responsiveness. The criteria was made observable by making it quantifiable. The criteria was categorized under frequency, duration, or yes/no questions. There were five items that looked at frequency, three observations that were yes/no questions, and three durational questions. Checklist observations lasted for 30 minutes, and each frequency or duration observation lasted for approximately 5 minutes. For averages of all checklist observation data collected, please refer to figure 1 in the appendix.

One of the questions that was used for frequency was, “How many people are standing.” This question was tallied based on how many people waited for their sandwich standing up rather than sitting down. Another question that was documented was, “How many people are looking for a seat”. Similar to the first question, it was tallied based on how many people were walking around and actively looking for a seat.

For the yes/no questions, it was observed if the employees were in uniform or not. If they were, yes was checked, and stated what kind of uniform employees all were wearing. The observation was counted as a “yes” if all the employees were wearing High St. Deli shirts and closed toed shoes. If they employees were not wearing similar uniforms, the observation was recorded as a “no”.

Last, durational questions were recorded to see how long it took the employees to perform different tasks. One of the tasks that was assessed was, “how long did it take to get your

sandwich.” For this observation, the clock was started when the employee took the order slip out of the basket and stopped it when the observer’s name was called and they received their sandwich.

The checklist observations mainly focused on interactions between the customer and the employees. In order to get accurate information, it was discussed as a group what would count as an interaction and what would not. The outlined criteria were on hand while the observations were taking place in order to maintain consistency. Because of time constraints, the checklist could not be piloted, so there were no changes made to the checklist after observation criteria were established.

## Results

### Researcher Megan:

Researcher Megan conducted her observations at High St. Deli on Sunday January 28th at 2:50 PM and Saturday February 2nd at 2:30 PM, each for 30 minutes. She recorded her observations on her iPhone and observed while standing inside waiting for her sandwich, allowing her to observe the inside environment and customer-server interactions. While standing inside, researcher Megan noticed that cashiers at High St. Deli did their best to give a friendly acknowledgement to every group that walked through the front door, but was not able to greet every customer if in the middle of a transaction. After receiving her sandwich she moved outside while eating to observe the outside patio. Saturday January 28th was one of the first warm days in the area, so numerous college students had flocked to High St Deli to enjoy the weather and a sandwich. It was not as busy as it would have been around 4:20pm when High St. begins its “happy hour” special. Despite the time of the observation, there was still a large number of

students and patrons standing in various corners inside the deli, and High St. Deli was already out of the popular sourdough roll and dutch crunch bread. A small hand-written paper sign was posted to alert customers of the ingredients that were unavailable. There was one single-stall bathroom located in a corner in the back of the deli directly next to the self-serve soda fountain. Outside on the patio a groups of four college-aged young men, enjoyed their speciality High St. Deli sandwiches while sipping on craft brews that were available for purchase inside the deli; after leaving, their tables were left covered in sandwich remnants. Researcher Megan noticed one employee wandering up and down the outside patio for roughly two minutes, checking on customers and ensuring their orders were correct and enjoyable.

Researcher Haley:

\_\_\_\_\_Researcher Haley conducted her observations at High St. Deli on Monday February 5th at 1 PM and on Tuesday February 6th at 10 AM for 1 hour each. On February 5th, Haley went to focus strictly on behavioral observations and recorded her field notes on a standard template she had printed that the group had collectively agreed to use. On February 6th, Haley returned to High Street Deli to note behaviors and interactions in regards to ServQual by utilizing a printed out checklist created by the group. On both days, she sat in the back of the deli near the restrooms where she could see all four tables, the register counter and all the customers ordering. On Monday afternoon, Haley was immediately made aware that the deli's sourdough rolls were out of stock as an employee informed a customer outside. The customer did not appear to be distressed, though she was disappointed, and responded by asking for another bread type. Upon walking in, Haley saw that High St. Deli was fairly bus; there were four guests ordering, two standing waiting for their food to arrive, and all tables were occupied. When ordering a

sandwich, Haley noted that there was a brown sign informing customers that they were out of sourdough rolls but no verbal communication of this from an employee when ordering her sandwich. After placing slip in the basket to order, Haley noticed that the employee working the register attempted to greet every customer that walked in with a “hello” or “how are you.” The restaurant was clean and well-maintained both days but of all the time being there, Haley did not witness a single employee wipe down the tables. One man came in and seemed very confused when an employee had questions regarding his order. The customer mentioned it was his first time there and did not know how to fill out the form. The employee then tried to clarify exactly what the customer was requesting but it only confused him more. Finally, the employee walked away with some clarification but the customer appeared distressed. Haley noted that the employee working the register asked each customer if, “they would like to make [their] sandwich \$6.99 with the purchase of any t-shirt. All customers observed declined the offer but the employee was consistent, nonetheless.

Researcher Alina:

Researcher Alina conducted her observations on Friday February 2<sup>nd</sup> at 10:00 AM. She recorded field notes for the first hour and recorded on her checklist the second, for a total of two hours. She sat at the back table next to the drinks with her laptop and printed out checklist. From this back table, she had a clear view of the two tables in front of her, the counter with the cash register, and the kitchen area. At 10:00 AM, the time she got to High Street, there were not many people. The customers that did come in appeared to be older than the average college student and were either a mom, retired, or on their way to work. Since there were not many ordering sandwiches, she noted that no one had a hard time finding seating and all orders were done in

under 10 minutes. In addition, the employees kept the place well-kept and clean. Tables both inside and outside were wiped down, bathrooms were stocked, and employees made sure their chip selections were on the right shelf. Each time a new customer would walk in they greeted him/her and asked if it was there first-time in. If it was, an employee would walk them through filling out their order and tell them to place it in the basket. Two different times Alina was there the employees read a customer's order, went up to them, and told them there could be a problem if they got the sandwich they requested. The first time they didn't think spouts would be a good choice for that particular sandwich and the second time they told a customer that there was so much sauce requested that the bread would fall apart. The man with sprouts said he was sure he wanted them and the women asked if her bread could be toasted. The employees did what they told them to without a question. One elderly gentleman came in and all the workers greeted him very quickly. He is a regular and they already knew what he wanted. The employees began a small talk conversation asking him what he had planned for the day while they worked on his sandwich. When they were done he paid and said he would see them tomorrow. All customers checked out after they got their sandwich unless they requested to do so before. At check out, most people were offered their deal where you buy a shirt and get a sandwich for \$6.99. Most people said no thank you and they said, "No problem" with a smile. They told every customer to have a great day while smiling and making eye contact.

## Interviews

### Methods

Interviews were conducted in quiet places to allow for minimal distractions. The most common interview locations were the library and quiet rooms in an individual's houses. Each

interviewee was between the ages of seventeen and twenty three and/or currently attending college. A majority of interview participants are current students at Cal Poly and have been to High Street at least three times before. In order to create a comfortable and calm setting prior to the one-on-one interview, the interviewer casually talked to the interviewee before recording, to relieve an anxiety before the actual interview. Pre-interview questions such as, “how is your day going” gave participants a laid back feeling. During the recording session, the interviewer assured each interviewee that in order to maintain anonymity only their first name would be used. After each interview question was answered, the interviewer practiced verbal and non-verbal cues to reassure interviewees that they were being heard.

To develop the script, the interview team met in the library, a quiet location away from any potential interviewees. The interview team wanted to make sure there were a variety of questions that touched upon the topics of, tangibles, reliability, and responsiveness. This variety of questions allowed for the team to gather a wide array of data about each of the ServQual dimensions that were being evaluated. Each team member had a set of twelve questions and five probes that were then put together, questions not pertaining to tangibles, reliability, or responsiveness were removed. In addition, close ended or leading questions were deleted, creating the first draft of the interview guide. This draft contained a set of fifteen questions and ten probes. Before the real interviews were conducted, the team got together and ran a pilot test in order to see how the questions worked in a real life setting. From the pilot test, some questions, as well as interview technique were tweaked in order to create a better flow, allowing the respondent to provide plenty of information. Some of the questions were too complex, which made the interview team confused when trying to answer them during the pilot test. These

questions were changed to be shorter and more straight forward, making them easier for the respondents to answer. In addition, some questions remained closed ended so they were reworded, giving the interviewee room to expand his/her answer. As for the the interview technique, team members realized they were talking too fast and making the environment very strict and robotic like. To fix this, the team talked slower and more naturally, which gave the interview a calm and laid back environment. This made interviewee feel more comfortable, open, and ready to share.

## Results

After completing interviews with a variety of respondents, there were 3 consistent themes that arose: high quality product, overwhelming environment and long wait times.

The first of the three themes is High St. Deli's consistency with the quality of their sandwiches. Most respondents mentioned how much they enjoy the fresh ingredients and high quality bread at High St. Deli, describing that each time the sandwiches were towering with meat, cheese and condiments.

An additional theme that was apparent through interviewing customers of High St. Deli was the overwhelming atmosphere they experienced due to the large volume of people in a small space. Interviewees described the crowded environment they experienced at High St. Deli, especially during the lunch rush and around the time of the 4:20 happy hour. Customers specified how difficult it became to find seating on High St. Deli's patio in the late afternoon, including that even while waiting for their sandwich inside there was never an appropriate waiting area.

Another common thread amongst interviewees was the mention of a long wait time at High St. Deli. Most respondents discussed how they often experience a long wait for their

sandwich, between 15 and 25 minutes, regardless of if they are there during particularly busy hours. Experiencing a long wait time at High St. Deli can become problematic for customers who struggle to find a place to stand and wait, or sit and enjoy the Central Coast weather.

After coding the data and analyzing the themes that emerged, it has become clear what customers love about High St. Deli, along with areas they wish the company would improve upon. Interviewees made it clear that the quality of the product at High St. Deli is incomparable to other sandwich shops. Sandwiches are stacked high with fresh produce, and excellent meat, sitting on a freshly made artisan roll. While customers come for the food, they do not usually stay for the atmosphere. Respondents mentioned that High St.'s intimate facility can create issues when trying to order a sandwich or finding a place to sit. With limited tables and chairs, and finite space both inside and out, customers have very few places to wait for their food or sit down and enjoy the weather creating an overwhelming and stressful environment. The wait times at High St. Deli have also become a point of contention among patrons, who wait roughly 20 minutes for their sandwich. Although customers are willing to wait the extra time for the high quality, interviewees felt that High St. Deli could improve upon wait times. From these themes, it can be concluded that High St. Deli has an exceptional product with a wide variety of options that is enjoyed by all, but their service quality, including atmosphere and waittimes could be improved in order to create a superior customer experience.

In relation to ServQual, the interviews gave the group further insight into how multiple customers feel about High St. Deli's reliability, tangibles and responsiveness. The group learned that High St. Deli could improve its reliability by better supplying the most popular of their ingredients, such as the dutch crunch bread. Additionally, improving the consistency of wait



times may help better the customer experience. Some respondents emphasized that waiting for a sandwich can take anywhere from 5-20 minutes; by improving wait-time consistency, customers will know what to expect from the moment they walk through the doors. Furthermore, tangibles play a big factor in the High St. Deli experience. Many customers are satisfied with the minimal interaction between employees and patrons, since when there is interactions, employees tend to be friendly and helpful. However, tangibles can be improved in regards to the limited space for eating and waiting within the restaurant. Multiple interviewees mentioned that waiting in the deli can be overwhelming, especially when it is very crowded, such as around lunch time, or the 4:20 happy hour. Some even mentioned that if they could change one thing it would be to increase the size of High St. Deli. Though this may not be possible, better utilizing the space provided by changing the seating and standing arrangements could improve customer experience.

## Survey

### Methods

The High St. Deli survey was developed using 'Google Forms' because it is a convenient tool to share with a wide range of people and allows results to be easily analyzed. Questions were developed to assess the three ServQual categories: tangibles, reliability and responsiveness. In regards to tangibles, participants were asked questions about their satisfaction with the size of the deli. In terms of reliability, customers were asked the average time, in minutes, they wait for a sandwich at High St. Deli, how often they feel High St. is out of an ingredient, how prepared High St. Deli is for large crowds and to rank the following qualities: menu variety, promptness of service, quality of service, quality of food and vegan/vegetarian or allergy friendly menu options. Finally, to address responsiveness, participants were asked to scale how friendly the employees are and whether they are greeted upon arrival.

To create a dynamic survey, the group utilized a variation of experience & behavior questions, opinion questions and demographic questions. All close ended response options were mutually exclusive and exhaustive. The group decided against using open ended responses for any question because they are typically harder to analyze due to the high variability of information provided by participants (Ruane, n.d).

Prior to delivering the survey, the group piloted it with classmates. The students' demographics represented potential respondents in terms of age and residency. From piloting, the group was able to reformulate any survey questions or responses that seemed unclear or misleading. For example, the group learned that phrasing the question "what time do you most frequent High St. Deli" may be confusing or unclear to survey participants, so the question was

rephrased to “What time do you typically visit High St. Deli?”. Furthermore, the group formatted ranking questions into a matrix style to increase ease and readability of the survey. Following the piloting, the group paid close attention to the wording and format of the High St. Deli survey to ensure that participants could easily read and understand the items and increase the ease of completing the survey. For complete list of survey questions and response options, please refer to figure 3 in the appendix.

For the purposes of this project, convenience sampling was utilized to gather the sample of survey participants. Convenience sampling was chosen because it was the easiest way for the group to receive an ample amount of survey responses in the allotted time. The shareable link was posted on the following Facebook pages: Cal Poly SLO Class of 2018, Cal Poly SLO Class of 2019, Cal Poly Mustang Parents, and Chi Omega News for All. To preface the survey, the message of the post said, “Hi everyone, please help my group & I finish our assignment by filling out this survey about the local restaurant High St. Deli! Thanks so much for your time.” The surveys were posted on the facebook pages on Thursday, March 8th at 8pm and removed from the pages on Saturday, March 10th at 8am. Respondents were notified of the posting if their personal Facebook settings allowed for notifications.

## Results

Count of, "What is your age?"	
Row Labels	Total
18-22	130
Cal Poly student	128
SLO resident	2
23-30	8
Cal Poly student	6
SLO resident	2
30+	80
Cal Poly student	8
Out-of-Town visitor	67
SLO resident	5
<b>Grand Total</b>	<b>218</b>

Figure 1. Displays how each age group is connected to the SLO Community.

Count of, "What is your age?"	
Row Labels	Total
Afternoon ( 11:31am-2pm)	117
18-22	53
23-30	1
30+	63
Early Evening (4:20 pm-5:30 pm)	47
18-22	40

23-30	5
30+	2
Late Afternoon (2:01pm-4:19pm)	52
18-22	35
23-30	2
30+	15
Morning (9am-11:30am)	2
18-22	2
<b>Grand Total</b>	<b>218</b>

Figure 2. Represents in a table format when specific age groups visited High St. Deli the most.

### Correlation Matrix <sup>1</sup>

	Please take a moment to rank the following qualities of High St. Deli [Quality of Services ]	Please take a moment to rank the following qualities of High St. Deli [Quality of Food]	Please take a moment to rank the following qualities of High St. Deli [Vegan/Vegetarian or Allergy Friendly Options ]	On a scale of 1-5, in the past month, how often do you feel High St. Deli is out of an ingredient that you desire?	Overall, on a scale of 1-5 how friendly were the High St. Deli employees?	On a scale of 1-5 how satisfied are you with the size of High St. Deli's facility?	How would you describe High St. Deli's preparedness for large crowds?	How are you connected to the SLO Community?
How many times have you partaken in the High Street Deli t-shirt deal? (purchase a t-shirt and get your sandwich for \$6)	-0.120	-0.119	-0.062	-0.035	0.101	0.135	-0.099	0.120
Compared to similar deli restaurants (Mr. Pickles, Lincoln St. Deli, Subway, Togos, etc). How would you rate High St. Deli overall?	0.444	0.606	0.185	0.134	-0.265	-0.318	0.286	-0.080
Please take a moment to rank the following qualities of High St. Deli [Menu Variety]	0.369	0.519	0.482	0.084	-0.255	-0.121	0.243	-0.275
Please take a moment to rank the following qualities of High St. Deli [Promptness of Service]	0.649	0.380	0.412	0.135	-0.516	-0.282	0.191	-0.168
Please take a moment to rank the following qualities of High St. Deli [Quality of Services ]		0.498	0.350	0.059	-0.531	-0.358	0.283	-0.095
Please take a moment to rank the following qualities of High St. Deli [Quality of Food]			0.387	0.102	-0.338	-0.153	0.231	-0.132

Figure 3. Shows strong positive and negative correlations between various survey items.

<sup>1</sup> This is a small subset of the correlation matrix. See figure 4 in the appendix for full correlation matrix containing all survey questions.

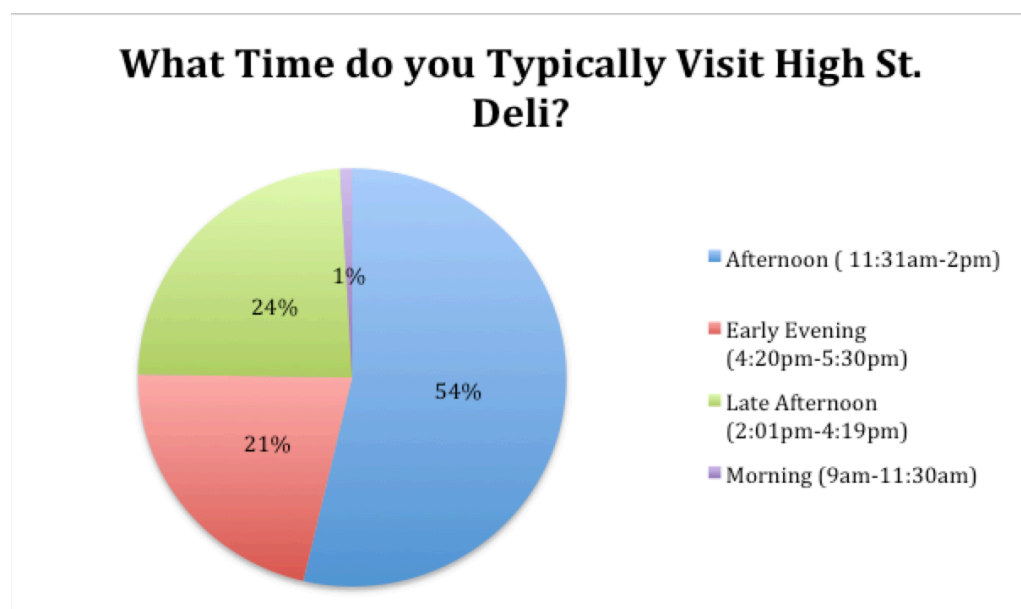


Figure 4. Graphical representation of when patrons typically visit High St. Deli. Figure 3. Represents what time periods are frequented the most, broken down by age group.

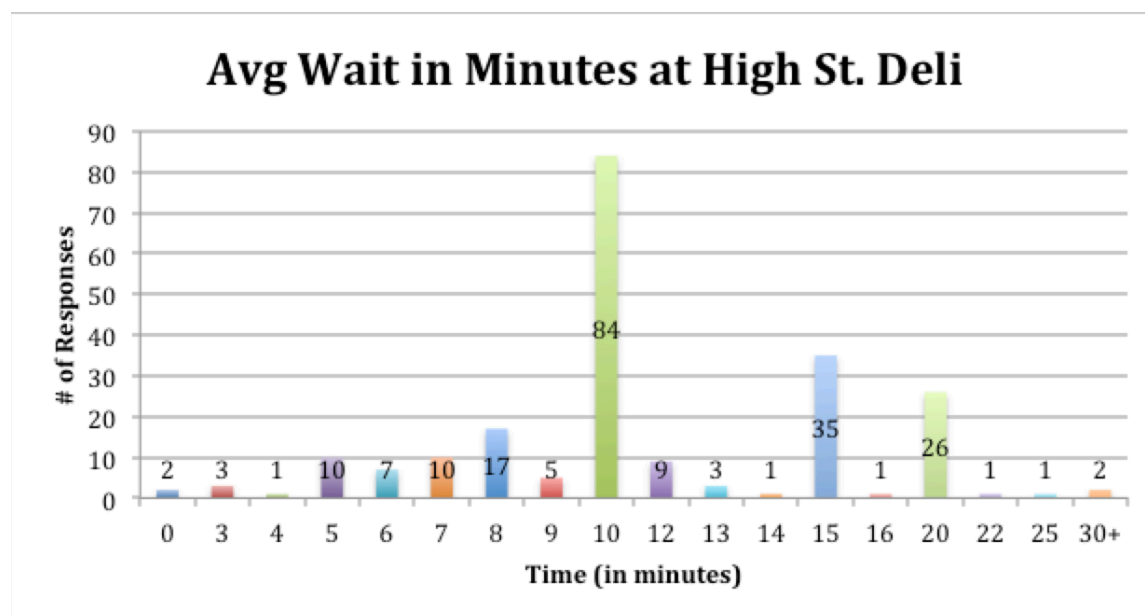


Figure 5. Represents how long respondents felt they wait, on average, for a sandwich at High St. Deli

Have you ever been to High St. Deli?	
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How did you hear about High St. Deli?.	Mean: 1.14 SD: .54
On average, how much money to you typically spend at High St. Deli per sandwich?	Mean: 10.09 SD: 4.07
In the past month, how often did High St. Deli Employees greet you upon arrival?	Mean: 3.35 SD: 1.44
What time do you typically visit High St. Deli?	Mean: 2.66 SD: .82
What is the average time (in minutes) you wait for a High St. Deli sandwich?	Mean: 11.41 SD: 4.54
In the last 12 months, how many times have you been to High St. Deli to participate in the 4:20 deal? (Come between 4:20pm and 5:30pm and receive your sandwich for half price)	Mean: 1.61 SD: 2.77
How many times have you partaken in the High St. Deli t-shirt deal? (Purchase a t-shirt and get your sandwich for \$6)	Mean: .16 SD: .46
Compared to similar deli restaurants (Mr. Pickles, Lincoln St. Deli, Subway, Togos, etc). How would you rate High St. Deli overall?	Mean: 1.68 SD: .93
Please take a moment to rank the following qualities of High St. Deli:	
Menu Variety	Mean: 1.39 SD: .64
Promptness of Service	Mean: 2.17 SD: .87
Quality of Services	Mean: 1.77 SD: .83

Quality of Food	Mean: 1.32 SD: .66
Vegan/Vegetarian Options	Mean: 2.02 SD: .92
On a scale of 1-5, in the past month, how often do you feel High St. Deli is out of an ingredient that you desire?	Mean: 1.98 SD: 1.24
On a scale of 1-5 how satisfied are you with the size of High St. Deli's facility?	Mean: 2.84 SD: 1.21
Overall, on a scale of 1-5 how friendly were the High St. Deli employees?	Mean: 4.05 SD: .77
How would you describe High St. Deli's preparedness for large crowds?	Mean: 2.60 SD: 1.03
How are you connected to the SLO Community?	Mean: 2.00 SD: 1.39
What is your age?	Unable to find an Mean or SD since one option was (30+)

*Figure 6. Is a table representation of the Means and Standard Deviations (SD) of each survey question.*

The most interesting finding from our survey analysis was that while customers of High St. Deli know about the 4:20pm deal, most people still frequented High St. Deli during typical lunch time hours (11:31 am-2:00 pm). A finding that was not surprising was that most of the respondents of the survey were between the ages of 18 and 22 years old and were Cal Poly Students. While this is a narrow population, it is a representative sample of the typical customer of High St. Deli. Researchers were not surprised to find that customers typically wait between 10



and 20 minutes for their sandwich. (11.41 minutes), this was a consistent theme throughout the research process.

In order to determine the means, standard deviations and correlation of each survey item, including questions that did not have a numerical response, all the data was converted into numbers depending on the response given. For example, question 2 asks “How did you hear about High St. Deli” with options of Friends or Family, Online (Yelp!, Google, TripAdvisor, etc.), Social Media (Instagram, Twitter, etc.) and Other. All responses of Friends or Family were documented as a “1”, responses of Online, were documented as a “2” and so on. This was done systematically for each survey question that did not already have a numerical response.

After reviewing the data from the survey, it has been found that High St. Deli needs to improve upon its responsiveness with customers. Most people on average 11.41 minutes to get their sandwich. This theme was also consistent with the interviews and was followed by people saying that they would like to see High Street getting the wait times down. Because wait time is prevalent in both the survey as well as the interviews, it’s obvious that prompt service is something that is very important to their customers. People most likely think of a sandwich as something that can be made quickly, this is most likely why customers feel the wait time is too long. Another interesting result that occurred is the strong, negative correlation between how friendly the employees are and the promptness of service. This means that the more friendly the employees are, it is likely that they are getting more prompt of a service.

An additional finding that the group found interesting is although the 4:20 deal is more cost-effective than purchasing a sandwich during normal business hours, most people still tend to go during the normal lunch hours of 11:31 am-2:00 pm. This could be due to the fact that some

people are creatures of habit and have a hard time changing their schedule, even if it means getting their sandwich half off. Furthermore, the people who did choose to partake in the 4:20 deal were pretty much all in the age group of 18-22. This is most likely because many college students have a flexible schedule that allows them to get a sandwich at any time.

## Conclusions

The purpose of this study was to evaluate the service quality of High St. Deli in terms of its reliability, responsiveness, and tangibles. The research group gathered behavioral and field observations of customers at High St. Deli. Collectively, those findings were used to formulate an interview to then gather qualitative data. Six, ten minute interviews were conducted by each researcher with customers who had been to High St. Deli at least three times. Following the interviews, the group members listened to the recordings and collected patterns in the responses. Finally, a survey was formulated and sent via facebook to collect quantitative data from High St. Deli consumers. Collectively, the information gathered throughout the research process was used to draw conclusions on the customer perception of High St. Deli and areas that need improvement.

It is clear that the layout of High St. Deli needs refinement. For example, when making behavioral observations, the group observed customers who looked confused upon walking into the restaurant. If it is one's first time at the deli, it can be difficult to figure out how and where to order. Additionally, after filling out the order slip, customers have a hard time finding somewhere to sit or stand when waiting for their sandwich, especially when the deli is busy. Survey participants also conveyed that they were unsatisfied with the size of High St. Deli's facility, with 41.2% of respondents ranking it as a 1 or 2, on a Likert scale out of 5.

In terms of responsiveness, an interesting finding was that, regardless of the 4:20 pm deal where customers receive their sandwich for half price, customers most frequently choose to go during the lunch hours of 11:31 am to 2:00 pm. One reason for this may be the fact that High St. Deli tends to get much busier during their 4:20pm promotion, and customers are hoping to beat the crowds. Both survey and interview respondents emphasized the wait times as a concern when going to High St. Deli, mentioning that 10-15 minutes seemed like a relatively long wait for a simple sandwich. Furthermore, survey respondents discussed that the promotion deal comes at a time of day where they are not typically interested in eating a meal. Customers tend to prioritize eating during the standard lunch hours than waiting for a time between lunch and dinner to receive a sandwich for half price.

Much of the population drawn from for research was college-aged students who attend Cal Poly, San Luis Obispo. This is the typical target market of High St. Deli; yet the deli also draws families, middle aged men and women and local residents of San Luis Obispo. The student population that was drawn from tends to prefer less customer-patron interaction and favors quick service than older generations. This is important for High St. Deli because, other than paying for one's sandwich, no interaction with employees is necessary. During the interview process, participants emphasized that they felt the customer interaction was suitable for the atmosphere that High St. Deli offers. Regardless, due to the fact that little interaction is expected of the employees, promptness of service should be the employees' main focus.

The High St. Deli research team utilized behavioral and field observations, interviews and a survey to gauge the customer satisfaction of frequent customers. Following the collection of data in terms of High St. Deli's tangibles, reliability and responsiveness, researchers concluded that High St. Deli customers are, in general, fairly satisfied with their experiences. However, improvements can be made in terms of the overall ease and fluidity of the ordering process. Additionally, High St. Deli employees can work to be better prepared for the large crowds that the deli experiences on a daily basis. By implementing the recommendations addressed below, High St. Deli can further improve their service quality and overall customer satisfaction.

## Recommendations

From all the results collected, the research team has come to find that High St. Deli would benefit from opening another location or expanding their original location. Many respondents said they felt as though the current space is too small for how popular the business is and therefore creating a stressful and crowded environment. By opening up an additional deli or expanding the current space, customers could have a separate location to visit, or more room in the original space. These changes would then result in less crowds and happier customers. An additional way High Street can reduce customer stress is by adding more signage and improving communication to customers, especially for those who are visiting for the first time. This will create an easier to understand ordering system, ensuring that customers are receiving exactly what they ordered, and reduce stress on the customer. Many participants mentioned the ordering system was a pain point and it's important to implement an easy fix to make a good first impression on patrons.

Furthermore, another strong theme that emerged was High St Deli's wait times. Many people felt they are waiting too long for their sandwich which causes the customer some frustration. In order to fix this, it is recommended that High St. Deli could staff additional employees during the peak hours, which from were found to be between 11:31 am and 2 pm. By simply adding a couple more employees, it would reduce the wait time to a more desirable length, therefore making customers happy to visit at any time.

The final recommendation for High St. Deli is to create a reason for people to visit between the morning hours of 9 am and 11:30 am. Out of the total sample of 218 people surveyed, only 2 of them say they go during these morning hours. This incentive could help to

boost sales and bring in bring awareness to new customers who usually eat at a different restaurant for breakfast.

## Limitations

One limitation the group faced was resources. There was no access to the entire population of San Luis Obispo and therefore the group was not able to get an accurate representation of the population. Because the data did not represent the whole population, generalizations couldn't be made. Another resource the group lacked was money to provide as an incentive for the interviews. It was difficult to get people to take time out of their busy schedules to sit down and answer questions that may not have interested them at the time. This led to the interviews being full of short, brief answers, with participants who were hard to probe for further information. If money was used as an incentive, there is a chance more people would be willing to sit down and talk for a longer period of time, providing the research team with additional information.

An added limitation was time. The group had 10 weeks to learn how to collect and analyze data as well as perform the tasks. For some data collection, this time restraint was not a problem but for the qualitative interviews, additional time could have been granted in order for the group to find the best people to interview and to further analyze the information gathered, in order to pull out the best themes that emerged. In addition, the quantitative survey could have been posted for some additional time in order to get a much larger and hopefully more representative sample of the overall population of customers who visit High St. Deli.

In order for the group to get increased responses on the survey, an incentive could have been offered such as; free donut or coupon for High St. Deli. This would be an inexpensive incentive that would work well for most college students. Unfortunately, no matter what, the

researchers would not have access to the whole San Luis Obispo population to get an accurate representative sample to study and additional time could not be added to the quarter.



## Reflection

As evaluators, one of the greatest challenges the group faced was not having access to samples that best represented the population. In terms of the survey, interviews were conducted with friends of the group that had been to High St. Deli at least three times. Furthermore, data was collected through convenience sampling for the survey. This may create biased results because respondents did not represent the entire population of High St. Deli consumers. If the group were to evaluate a second time, granting ample time to gather data from a wide range of consumers would ensure the most reliable results.

Additionally, the group picked the areas of ServQual to focus on prior to completing any research about High St. Deli. As the quarter progressed, the group learned new information about how the consumers' experiences at High St. Deli. For example, the group was highly focused on the fact that High St. Deli is out of ingredients. Our personal opinions were strong while gathering data which may have biased the results. In conclusion, prior to deciding on dimensions to analyze, it would be helpful to gather some information on consumers opinions and experiences at High St. Deli to know exactly what to focus on.

A final challenge the group faced was during the observation phase. High St. Deli has a unique layout that made it difficult to observe the entire facility. During the observations, the group members needed to decide the best place to stand or sit while taking notes. It was a challenge to witness all elements of the customer's experience while observing. If the evaluators were to observe again, the group would decide collectively on the same place to observe from to gather the most consistent and reliable data.

## Appendix

### Observations:

#### Average Compilation Results of Behavioral Observations

<b>Behavioral Observation</b>	<b>Average of all Observations</b>
How many people are standing?	~10 People (9.66)
How many people are looking for a seat?	~5 People (5.33)
How many times does the employee stock/check the bathroom?	~1 time (.5)
How many times are tables wiped down in 30 minutes	~1 (1.33 times)
How many ingredients is High Street Deli out of?	~1 ingredient (.66)
How many employees are working?	~7 workers (7.33)
Are employees in uniforms?	Yes, High St. Deli shirts.
Do employees verbally alert customers that they are out of certain ingredients?	Yes, they were often out of Dutch Crunch bread, their most popular ingredient
Do employees greet customers upon arrival?	Yes, ~6 guests (6.33) arrived during each observation
How long does it take to get your sandwich	~8 minutes (8.07 minutes)
How long does it take for an employee to take your order form after placing it in the basket?	~37 seconds (37.9.64)

How long does it take for employees to call customer's names for those sitting outside?	~1 minutes (51.66 seconds)
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*Figure 1. Average of all researchers (3) recorded checklist observations (6).*

Interviews:

Script For Interviews:

Introductions:

Interviewer: Thank you for being here today, my name is (insert name), I will be interviewing you about your High St Deli experience. In order to maintain anonymity, I will only use your first name and only be recording your voice. Do you mind if I record this 10 minute session?

Instructions:

To answer the following questions, do your best with the facts that you remember. Give your honest opinion and if you would like to give your thoughts about something that was not asked, feel free to do so. Don't be afraid to pause and think about a question or ask to come back to it at a later time.

Questions and Probes:

- Tell me a little about how you first heard about High Street Deli?
- Describe your last time visiting
  - What was your reaction when you first walked in to the Deli?
  - What did you think when you received your food?
  - How did you feel when you were leaving high street?
- Tell me about your best experience at High St. Deli...
- What is the biggest reason you go to High St. Deli?
  - Do you feel your expectations are met each time you go to High St. Deli?
  - Who do you go to High Street Deli with?
- Walk me through how you usually choose what to eat there?

- What do you enjoy most about High Street?
- What is the most you would pay for a deli sandwich?
  - Would you feel more inclined to buy a High St. Deli t-shirt if you then got your sandwich for \$6?
  - How do you feel about the promotional deal that High St. Deli offers at check out or their 4:20 happy hour?
    - Describe your thought process when deciding on whether to partake in the promotional deal.
- When you do go to High St. Deli, do you find yourself taking the sandwich to-go or eating at the restaurant?
  - Do you feel like seating or atmosphere play a role in this decision?
- Roughly how long have you waited to receive your sandwich at High St. Deli?
- When do you plan on returning to High Street?
- How do you feel you are treated by employees when you're at High St.?
- What is your favorite thing about High St. Deli?
- If you could change any one thing about High St. Deli, what would it be?
- Why or why not would you recommend High Street to others?
- Have you ever been to Mr. Pickles in SLO?
  - Would you say High St. Deli is better than Mr. Pickles in service quality and product?

Transcription of Interviews:

*Megan's Interviews:*

### **Interview 1:**

“When I first walked in I felt, it was kind of a laid back environment”

“nice atmosphere, small, but poppin”

“Very intimate experience, right next to employees”

“I mean I expect it to be a quality sandwich... I like the produce to be nice... fresh ingredients”

“I enjoy the Dutch crunch and sourdough roll the most about High St.... they just have great bread and that’s what I think sets them apart is their bread, I just like bread and a lot of people talk about their bread”

“I would say their bread is the main reason I choose to eat there”

“Sometimes I’ve noticed they’re out of Dutch crunch and out of sourdough”

“Since I do value freshness, I enjoy eating at High St. Deli, but if I’m in a rush I will take the sandwich to go”

“ I’ve waited is a harsh 20 minute”

## **Interview 2:**

“I mean it is always busy, my first reaction is always how am I going to get to the slips and they’re so far away, and then its finding a place to fill out the slips since its always so busy, then you have to find a spot to sit or stand or lean and then just wait it out”

“Sometimes it is hard to make a decision cause you feel so pressured to choose and place your order quickly”

“it always looks fresh and is stacked really high, all of the ingredients are super fresh”

“I would say my expectations are met about half the time because whether or not the employees meet my expectations depends on how busy it is”

“ I would say their sandwiches are a big reason why I go to High St.”

“I feel like High St. takes the cake with the quality of sandwiches in SLO”

“it varies, if you go early it could be like 5 minutes, but if you go later for the 4:20 deal you could be waiting for like 20 minutes”

“I just like the consistency and quality of High St. it's pretty incomparable... it's just good every time”

**Interview 3:**

“It was pretty busy like normal, almost every time I've been it's been packed and stressful”

“My first reaction whenever I get to High st. is “ahhh why did I come here” but then I am already there so I might as well stay for the food”

“I usually expect a good sandwich that is pretty packed and pretty tasty”

“I definitely take it to go, I don't like being in their restaurant for very long, its gets overwhelming and stressful”

“If they had a much bigger place it would be better”

“It's so packed in their so who would wanna stay anyway”

**Interview 4:**

“My first reaction was “wow it's packed””

“I usually go to High St. solely for the sandwiches”

“The sandwiches are one of the best sandwiches I've ever had”

“They have unique décor, the whole facility is very unique, it's not a generic sandwich shop”

“It's packed and I usually can't find a spot to sit so I take my sandwich to leave”

“The longest I've ever waited was 40 minutes, but the average is about 20 minutes”

**Interview 5:**

“It was super busy, so it was stressful and it's such a small space, and there are always a ton of people no matter what time of day or what day of the week”

“There are not a ton of places to sit so you have to strategically plan going to High St. when it won't be busy”

“I definitely feel like the quality of the product is always the same, it’s just a sandwich so it's pretty hard to screw that up”

“The food is great tasting food, that’s like the only reason I go to high st. it’s definitely not the experience”

“I’d make High St. bigger, if there is that high of a demand for the product they’re providing it would be nice for them to provide adequate facilities for their customers”

“I feel as though their bread is really fresh, it doesn’t feel like plastic-y fake bread that you get at subway, it feels like they cooked their bread in the back and it's fresh and warm and makes an overall better experience and makes it feel like it's an artisanal sandwich”

#### **Interview 6:**

“I noticed there were a lot of people there and questioned if I should stay or go somewhere else”

“Highest quality ingredients”

“My mind was blown by the Dutch Punch”

“The biggest reason I would go would be for the sandwiches, I haven’t had a sandwich anywhere else that is as good as High St.”

“Most of the time my expectations are met but sometimes they’re out of ingredients and it makes me sad”

“I enjoy the sandwich I order the most”

“I think i roughly pay \$13 for a sandwich at High St.”

“I feel like the 4:20 deal should be offered for a longer time, between 4:20 and 5pm is a very small window of opportunity”

“Typically I take the sandwich to go because there is not a lot of seating at the restaurant itself”

“I wait around 20 minutes on average”

“If they didn’t have the Dutch Punch we’re not sure how much I would love High St. Deli”

“I would like the hours to change so I can go after some of my classes and get a nice hot sandwich”

“I would recommend High St. Deli to everyone because they make quality sandwiches and they’re worth the wait”

*Haley’s Interviews:*

**Interview 1:**

“I first heard about High St Deli through an upperclassman who told me I had to try it”

“My reaction when I first walked in was that it was very crowded but I felt like this was a good sign because it means the food is good”

“Not much seating in the restaurant”

“One of the best food places in SLO- it’s quick, inexpensive and always good”

“The most I would want to spend is \$10”

“I considered their promotional deal”

“One time I went for the 4:20 deal and there were so many people there we didn’t get our sandwiches until 5:45 pm. So I have never gone back for 4:20pm”

**Interview 2:**

“I first heard about High Street Deli when I came to visit my girlfriend at Cal Poly”

“I was pretty impressed but it was pretty crowded”

“It was kind of small inside, not a lot of tables to sit at. There were some outside but still not enough.”



“When I first walked in, to be honest, it reminded me of someone’s house.”

“I would actually prefer not to take my sandwich home, I took it home just because of how crowded the place was”

“I don’t feel like 20 minutes is an appropriate time to wait for a sandwich but with how crowded it was I really just expected it”

“I only interacted with the employees when I bought my food but she was really nice”

### **Interview 3:**

“I first heard about High Street from a bunch of my roommates, I had never been there before but everyone talks about how great it is”

“It was really crowded but the food was really good. It didn’t take too long but it was just a lot of people in a really small area”

“When I first when I was expecting it to be a lot bigger. I was kinda taken aback by how small it was”

“The biggest reason I go to High Street is for a lot of food for a good price”

“We went on a Friday and I can’t eat meat during Lent on Fridays so I decided on the tuna sandwich”

“I feel like a lack of vegetarian options could be hard for people who can’t eat meat. I feel like that’s definitely something they could work on”

### **Interview 4:**

“The last time I visited High Street Deli was with my boyfriend. I think we took our sandwiches to go because we were kind of in a rush”

“Despite being there in the late afternoon, it was still cramped”

“As soon as you walk in to order your sandwich you have a hard time finding a hard service to write down your order and even when you do finish that you always feel like you’re in the way waiting for your sandwich”

“High Street definitely tops Mr. Pickles”

“You can order something and it turns out they may be out of something or they don’t see your mark as opposed to Subway where you can see them make it as they go”

“The past 4 or 5 times I’ve been to High Street they’ve been out of something”

“As soon as they’re out of the Dutch Crunch everyone orders the Sourdough and then they run out of that”

“It’s totally worth it to get a half price sandwich because High St Deli’s sandwiches are pretty expensive”

“The longest I’ve waited is probably 15 minutes and the shortest is 5. There’s no consistency with their sandwich making time”

“I would say 5-7 minutes is an adequate amount of time to wait”

“There is very little employee-patron interaction other than them saying ‘we are out of this’ or ‘you order this much money’”

“I would say they kind of lack on personality. Their service is inconsistent and their employees lack interaction”

#### **Interview 5:**

“The first time I heard about High St Deli was when I was hanging out with my friends”

“I could see how the slips could be confusing if you’d never been there”

“I also noticed they had no gluten free bread options so that was hard. I ended up getting it letter wrapped”

“I think being gluten-free hinders on my experience because everyone talks about the dutch crunch or sourdough. If they had a gluten free option I think I would go more”

“When I went for the first time I noticed it was pretty small. I think they could expand and make more tables”

“Their employees looked pretty out of uniform, some weren't wearing hair nets and I noticed they had beards in the back”

“I go to High St Deli as a place to eat and talk. I think of it as a social place to have good sandwiches but the atmosphere is loud from all the talking”

“What I enjoy most about High St is the idea that you can create your own sandwich. It’s nice to have a say in what you’re eating”

“I would say the most I’ve paid is \$12 or \$13 which I think is very expensive”

“I feel like if you’re going in wanting a t-shirt, it’s a great deal to then get your sandwich for \$6”

“I think it’s a great idea to get half off at 4:20 but it’s a bit of an awkward time to eat”

“I do think their prices are a little bit high. I would like to pay \$9-\$11 but I think anything above \$11 is hooplah”

“I feel like, compared to other local deli’s, the employees are doing a great job”

“I have noticed that during the times their not busy the employees are really attentive but when they are busy they are very task-focused so maybe they could use a few more people”

## **Interview 6:**

“I heard about High St. Deli from my sister because she used to live in SLO and told me it was the best sandwich place in SLO”

“We went at about 3pm and it was super busy. It was a Friday afternoon and there was a lot of people there”

“Wow there’s a lot of people”

“It took a really long time so I was a little annoyed because I was standing there for a while”

“I was happy to leave the crowd which is why we took it to go. There were too many people so we took it home”

“I always wish that it’s not going to be a long wait but it always is”

“I typically try and go during the 4:20 deal”

“I usually get the same thing every time”

“Usually if I go at 4:20 then I get chips and a drink because the sandwich is cheaper”

“I enjoy the quality of the sandwiches the most about High Street. The best part is that it’s a good sandwich so I would wait for it and I would pay for it”

“Usually it’s busy so I just take it to go but I do like the atmosphere”

“When I do just eat it there, it makes the experience better”

“I probably wait 10-12 minutes every time I go”

“The employees are usually pretty friendly and welcoming”

“I feel like adding more space so it doesn’t feel as crowded would be good”

*Alina’s Interviews*

### **Interview 1:**

Well known

420 deals “busy but if I have the time I would go” “sets it apart”

ordering with slips confusing the first time

very busy

“Known for stacking sandwiches tall”

“Always fresh and good quality”

“expensive but worth in”

out of bread a-lot

“Typically goes with friends and roommates”

“not allergy or vegetarian friendly, meet lovers place”

“consistent tasting”

13 dollars the most paid

“I usually don’t take promotional deals” (t-shirt deal)

“frustrating when they are out of Dutch crunch”

would recommend

eat half and take to go. 2 meals.

## **Interview 2:**

Well known. Good sandwiches

Went late afternoon

“They were out of Dutch crunch, sourdough, and roast beef”

“I had absolutely no idea what I was doing with the order form and I had no help”

“Felt rushed so busy”

“Impressed with the size, really stack with produce”

Top experience is when it's not busy.

"High quality sandwich"

"Cute little place with a lot of history"

"Vintage feel 50s, 60s nick knacks"

would recommend to others for the quality, but if they are price cautious I would recommend they go somewhere else."

"Good to at least try once"

### **Interview 3:**

Heard about it from a teammate.

Known for having a deal after 4:20

"Walked in and wasn't sure what to do"

"Food was good and large"

"Not your typical sandwich experience".

"No one helped me order"

"There were out of a French roll"

"heavy solid fresh sandwich"

"I get the same thing every time"

"I enjoy the lively atmosphere. Not forced small talk they care"

one of the employees asked if she was in her class. Stuck out to her.

"High price but you get what you pay for"

t-shirt deal- "I don't think it's worth it" have to want a shirt to take the deal.

420 deal- "Good for college kids who are on a tight budget."

“I have a hard time finding seating”

eat half there and take half to go

waited 15-20 min. “Never really that long, I would like to have it sooner but it’s not a big deal”

“I would change the size of the building or be more efficient with seating”

would recommend. Well known “apart of the city”

#### **Interview 4:**

Heard from friend that it was a really sandwich place

“Busy and packed and the food was really good”

Unique

“Really good, you get a lot of food”

“Best lunch time places”

“Location is out of the way”

“parking is horrible”

“big menu”

“I go with friends and my family”

“I get the same thing every time”

paid- \$10 “A little spendy but better food”

“fresh ingredients”

t-shirt deal- “If you don’t want a t-shirt it’s not worth it. I would not take it”

420 deal. “people would go out of the way for that but I would not go out of my way because I just eat when I am hungry”

“I eat there”

waited- 15-20 min. “kind of long but I understand” “5-10 Is ideal”

“I would make the seating inside area bigger. Use the space better”

would recommend “best sandwiches in town”

“they are for every age group”

### **Interview 5:**

“People talked about the 420 deal”

“everyone I know knows about it”

“crazy crowded”

“last time I went, the food was not good so I have not been there since.”

“If there is no seating I will take it to go”

Food quality is important

“Dutch crunch was not crunchy last time. It was disappointing”

“loud, hectic, and happy”

“Good portions compared to other sandwich shops”

“I go with anyone, mostly friends”

“I always get the same thing”

“They run out of bread first” “they are out of Dutch crunch a lot”

“price is typical and expected”

t-shirt deal- “I would not pay for the t-shirt. You have to want a t-shirt going in.”

15 minutes. “Long wait and it’s small you would think it would be faster.”

“Employees are energetic”

“they need more space especially when you have a sandwich, and drink in your hand”



“Good food, fun and cheap (with 420 deal)”

**Interview 6:**

“I heard it’s a good deli and packed”

“cool environment and supper packed”

“I didn’t know what to do when I walked in. No employee helped me”

Overwhelming

“hipster sheik”

“They didn’t welcome me”

“they need better signage”

when they are busy they need to help customers better but when they are not busy they do a good job.

“I like when they are not busy”

“one time where the bread was out”

“it has great reviews online”

“Prices are high but its quality”

“I value a unique experience”

“I like to make my own”

“I go with my girlfriend and my friends”

“it’s so big you will have it for 2 days”

payed 11 or 12 “Its high but good quality”

“they should lower their prices”

t-shirt deal- “I mean it’s a good deal but you are spending a lot more.”

4:20- “Good deal but it’s an awkward time to eat”

I take it to go

Waited- 20-25 min. “You expect the wait because it’s popular”

“One thing I would want to change is the space. Move to a bigger building and making it more first-time user friendly”

I would recommend because it’s a quality sandwich that you can turn into two meals.

#### Coded Data Results

High Quality Product	Overwhelming Environment	Long Wait Times
“The sandwiches are one of the best sandwiches I’ve ever had”	“I didn't know what to do when I walked in. No employee helped me”	“One time I went for the 4:20 deal and there were so many people there we didn’t get our sandwiches until 5:45 pm. So I have never gone back for 4:20pm”

*Figure 2. Themes that emerged from qualitative interviews*

#### Survey

##### Survey Questions

Questions	Answer Choices
Have you ever been to High St. Deli?	Yes

	No
How did you hear about High St. Deli?.	Friends or Family
	Online (Yelp!, Google, TripAdvisor, etc.)
	Social Media (Instagram, Twitter, etc.)
	Other
On average, how much money to you typically spend at High St. Deli per sandwich?	Short answer response between \$1-50
In the past month, how often did High St. Deli Employees greet you upon arrival?	Never (0 times)
	Sometimes (1-3 times)
	Often (4-6 times)
	Always (every time)
	Have not been in the past month
What time do you typically visit High St. Deli?	Morning (9am-11:30am)
	Afternoon (11:31am-2pm)
	Late Afternoon (2:01pm-4:19pm)
	Early Evening (4:20pm-5:30 pm)
What is the average time (in minutes) you wait for a High St. Deli sandwich?	Drop down response options numbered 1-30+
In the last 12 months, how many times have you been to High St. Deli to participate in the 4:20 deal? (Come between 4:20pm and 5:30pm and receive your sandwich for half price)	Drop down response options numbered 1-15
How many times have you partaken in the High St. Deli t-shirt deal? (Purchase a t-shirt and get your sandwich for \$6)	Drop down response options numbered 1-10
Compared to similar deli restaurants (Mr. Pickles, Lincoln St. Deli, Subway, Togos, etc). How would you rate High St. Deli overall?	Much better
	Somewhat better

	<div>About the same</div> <div>Somewhat worse</div> <div>Much worse</div>																																				
Please take a moment to rank the following qualities of High St. Deli:	<table> <tr> <th></th><th>Excellent</th><th>Good</th><th>Average</th><th>Below Average</th><th>Poor</th></tr> <tr> <td>Menu Variety</td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td></tr> <tr> <td>Promptness of Service</td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td></tr> <tr> <td>Quality of Services</td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td></tr> <tr> <td>Quality of Food</td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td></tr> <tr> <td>Vegan/Vegetarian or Allergy Friendly Options</td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td><td><input type="radio"/></td></tr> </table>		Excellent	Good	Average	Below Average	Poor	Menu Variety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Promptness of Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Quality of Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Quality of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Vegan/Vegetarian or Allergy Friendly Options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Vegan/Vegetarian or Allergy Friendly Options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>																																
On a scale of 1-5, in the past month, how often do you feel High St. Deli is out of an ingredient that you desire?	<div>1 Never</div> <div>2</div> <div>3</div> <div>4</div> <div>5 Always</div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>Never</div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div>Always</div> </div>																																				
On a scale of 1-5 how satisfied are you with the size of High St. Deli's facility?	<div>1 Very Unsatisfied</div> <div>2</div> <div>3</div> <div>4</div> <div>5 Very Satisfied</div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>Very Unsatisfied</div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div>Very Satisfied</div> </div>																																				
Overall, on a scale of 1-5 how friendly were the High St. Deli employees?	<div>1 Not friendly at all</div> <div>2</div> <div>3</div> <div>4</div> <div>5 Extremely friendly</div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>Not Friendly At All</div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div><input type="radio"/></div> <div>Extremely Friendly</div> </div>																																				
How would you describe High St. Deli's preparedness for large crowds?	<div>Extremely Prepared</div> <div>Somewhat Prepared</div> <div>Somewhat Unprepared</div>																																				

	Extremely Unprepared
	Have not experienced large crowds
How are you connected to the SLO Community?	Cal Poly student
	Cuesta student
	SLO resident
	Out-of-Town visitor
What is your age?	0-17
	18-22
	23-30
	30+

*Figure 3. Tables represents all survey questions and response options*

## Full Correlation Matrix

How did you hear about High St. Deli?	On average, how much money do you typically spend at High St. Deli per sandwich?	In the past month, how often do you typically visit High St. Deli upon arrival?	What time do you wait for a sandwich at High St. Deli? (in minutes)	In the last 12 months, how many times have you participated in the 420 Deli t-shirt deal? (Come between 4:20pm and 5:30pm to receive your sandwich for \$0.12 please)	Compared to similar deli restaurants (Mr. Pickles, Lincoln St. Deli, Subway, Togos, etc.) How would you rate the overall quality of High St. Deli?	Please take a moment to rank the following qualities of High St. Deli (Menu Variety)	Please take a moment to rank the following qualities of High St. Deli (Prominence of Services)	Please take a moment to rank the following qualities of High St. Deli (Food)	Please take a moment to rank the following qualities of High St. Deli (Vegetarian or Allergy Friendly Options)	On a scale of 1-5, in the past month, how often do you feel High St. Deli is independent of you desire?	Overall, on a scale of 1-5 how friendly are High St. Deli's employees?	On a scale of 1-5 how satisfied are you with the High St. Deli's growth?	How are you feeling about the SLO Community? age?		
	-0.067	0.036	0.131	0.107	0.022	0.036	-0.004	-0.036	0.104	-0.025	0.039	-0.078	-0.079	0.011	
		-0.098	-0.20	-0.07	0.09	-0.093	-0.060	-0.098	-0.094	0.011	-0.055	0.013	-0.034	0.298	
		-0.066	-0.074	-0.112	0.000	0.057	-0.159	-0.127	-0.119	-0.152	-0.087	0.150	0.097	0.173	
			0.195	-0.054	-0.054	0.001	0.214	0.173	0.059	0.133	0.144	0.265	-0.048	-0.366	
				0.273	-0.037	0.064	0.118	0.360	0.194	0.106	0.142	-0.267	-0.064	-0.217	
					0.037	-0.171	0.092	0.108	-0.036	-0.069	0.056	0.233	-0.005	0.079	-0.294
						-0.139	-0.141	-0.113	-0.120	-0.119	-0.062	-0.035	0.101	-0.099	0.120
						0.376	0.272	0.444	0.636	0.185	0.134	-0.265	-0.318	0.286	-0.080
							0.422	0.399	0.510	0.492	0.084	-0.295	-0.121	0.243	-0.275
								0.649	0.380	0.412	0.135	-0.516	-0.282	0.191	-0.168
								0.498	0.498	0.350	0.059	-0.531	-0.358	0.283	-0.095
									0.387	0.102	-0.338	-0.153	0.231	-0.132	-0.132
										-0.032	-0.384	-0.120	0.189	-0.147	-0.187
										0.016	0.062	0.001			-0.017
												0.464	-0.298		

Figure 4. Full view of correlation matrix, with all survey questions. Strongly correlated (<-.5 and >.5) areas are highlighted in red

## References

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