CUSTOMER'S EXPECTATIONS IN RELATION TO A FAST FOOD ESTABLISHMENT PRODUCTS AND PROCESSES

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Abstract

This research had as main objective to know the expectations of the customers of a cafeteria in relation to its products and services. A literature review was carried out in which the origins of fast food, basic concepts of lean production and customer focus were discussed. A customer satisfaction survey was carried out and applied during seven days, in April, at the snack bar under study. The answers to the survey questionnaires were posted on a spreadsheet to identify the customer's view of the cafeteria services. It was observed, after the research, that the cafeteria object of this research is well-conceptualized from the point of view of the client, with small observations quoted by a reduced quantity, but important to customer loyalty.

Keywords: customer loyalty, fast food, customer satisfaction, cafeteria services.

1. INTRODUCTION

1.1 CONTEXTUALIZATION

The snack bars have been the alternative for the new rhythm of life of the Brazilian, because some factors such as: greater purchasing power, women leaving the home to the labor market, long distances between residence and workplace, have forced the At least one daily meal away from home.

According to ABRASEL (Brazilian Association of Bars and Restaurants), the food industry has a share of 2.4% of the Brazilian GDP. According to ABIA (Brazilian Association of Food Industries), the habit of eating outside the home is growing around 12% per year. In 2011, 18,399 restaurants were opened in the country and the same survey informs that Brazil has 222,358 establishments in the food sector. It is worth mentioning that the sector has a total of 876,346 employees who work with the portfolio (SEBRAE 2012).

The Brazilian Food Yearbook 2011 reported that R $ 8.2 billion was the revenue in the snack bar branch in 2010. It is estimated that, in 2020, food expenses will reach 50% of expenses at home or away from home. According to the IBGE (2010) of the total monthly expenses of the Brazilian family, 19.8% are for food. With out-of-home food, the average household living expenses in urban areas correspond to R $ 144.69 and in rural households R $ 58.94. Research indicates that of food expenses, 23.8% are with sandwiches, coffee, salads, snacks, milk and beverages. The products quoted are items found in the cafeteria. Therefore, an average monthly expenditure per Brazilian family is estimated at R $ 113.55 (SEBRAE 2011).
1.2 RESEARCH PROBLEM.
What are the critical factors for evaluating a fast food? What are the values from the customer's point of view?

1.3 OBJECTIVES.

1.3.1 GENERAL OBJECTIVE.
The overall goal was to understand customer expectations about the services and products of a cafeteria.

1.3.2 SPECIFIC OBJECTIVES.
The specific objectives were:
Collect customer satisfaction items, through a survey, at different times, in a selected snack bar;
Know the needs and opinions of customers regarding the snack bar under study;
Establish the necessary actions to meet the demands of the customers, for the selected snack bar.

1.4 RESEARCH SUBJECT.
The research object was a snack bar located in a city in the State of São Paulo.

1.5 DELIMITATION OF THE THEME.
This research was delimited for the clients of the cafeteria in study, during a week, in the month of April of 2017.

1.6 REFERENCE ESTABLISHMENT FOR RESEARCH.
The research was limited to the accomplishment of bibliographical research of scientific articles and analysis of field research applied to customers of the cafeteria.

1.7 HYPOTHESES.
If all customers fill out the survey and point out any issues, then the company may see opportunities for improvement.

1.8 JUSTIFICATION.
By conducting the research and confirming the hypotheses, the flaws pointed out by customers may be eliminated or minimized, service quality levels will increase, customers will be satisfied in their expectations and the restaurant will be positively viewed in the market.
1.9 WORK STRUCTURE.

In chapter 1 some characteristics of the fast food chain in Brazil were discussed. Chapter 2 was based on information, mostly obtained from articles studied on the subject. In Chapter 3 the work methodology and its rationale were used, used to formulate the results and conclusions. Chapter 4 shows the results of the satisfaction survey. In Chapter 5, quantitative methods, the level of customer satisfaction and suggestions on how the cafeteria, object of the study, can improve its operations and environment, to customer loyalty, are discussed.

2. THEORETICAL REFERENCE

2.1 FAST-FOOD HISTORY.

In the thirties, the McDonald's brothers had the idea of setting up their snacks as a car assembly line, that is, applying the concept of Taylor's Scientific Administration (COSTA and FERREIRA apud SCHLOSSER, 2009).

The people in general had high costs with food that reached up to more than 80% of their income, a fact that occurred during the French Revolution. As a consequence, there was great difficulty in acquiring food. Due to the technological advances and lack of food verified in the mid-eighteenth century, another variable emerged about where and with whom to buy, facilitated by a non-monopolistic market, where everything prevails to retain customer loyalty (COSTA and FERREIRA 2004).

In 1921, in the United States emerged the innovation of fast food. The first restaurant chain that specialized in hamburgers was White Castle. Beginning in the 1930s, the fast-food drive-ins began to gain fame among young people in the United States, with the emergence of food served at any time, open-air cinema, and good-looking waitresses In the care (COSTA and FERREIRA, 2004 apud MENEZES, 2009).

Also in the thirties and forties the drive-ins had a large number of clients in their teens, becoming a place of disorder. At the time, the McDonald's brothers made some improvements in the structure, but without success. To stay in the market, in 1948 they innovated in customer service, where the focus was the speed in service and not the comfort of being cared for. (MONTEIRO, 2009 apud ANTERO, 2013).

That same year, the McDonald's brothers found that 80 percent of their business was hamburgers. This observation was a pioneer for the fast-food service revolution. (VIVALDINI et al., 2010). The changes in the hamburger production process were:

Focus on the business in speed, low prices and volumes.
Menu reduced from 25 items to 9 items (mostly burgers).
Elimination of the waitresses, and consequent introduction of the self-service system.
Introduction of concepts related to the production line in restaurants, such as reconfiguration and layout of the kitchen to generate speed and large volumes of production, rigid operating procedures to eliminate the influence of the human element, pre-seasoned dishes (reduction of variety of products), and To make stock.
Replacing crockery and cutlery with paper bags, wrapping paper, wrapping and paper cups.
New market segment: families, with special appeal for children.
Development of equipment tailored to the new needs of kitchens. (VIVALDINI et al., 2007).

With the standardization of the preparation and cheapening of the hamburgers prices, the McDonald's brothers conquered consumers of various social classes. In 1952 the novelty arrived in Brazil with the inauguration of Bob's of the American Robert Falkenburg. (MONTEIRO, 2009 apud ANTERO, 2013).

Traditional food in Brazil (rice, beans, cassava flour) is losing space for fast food fevers. Between 1995 and 2005, surveys revealed that bean consumption decreased from 12 kilos to 9.5 kilos per Brazilian, the flour dropped to 38th in the food market in some cases, and the bean planting reduced significantly. (SANTOS, 2005).

2.2 PRODUCTION RINSE.
After visits at Ford, Eiji and Kiichiro Toyota noticed that there was opportunity for improvement in the production process; However, replicating the Ford model of production was challenging, that is, mass production would not be ideal for Japan due to several factors war consequences. At the same time, there was the Toyota Production System created by Taiichi Ohno, which harmonized artisanal production with mass production with low cost and rigidity. (BORGES and ROSSI, 2004 apud WOMACK and JONES, 2016).

The STP philosophy is made up of valuable tools that help identify, eliminate or reduce waste. Its well-defined concepts can be applied in any company and branch, according to Borges and Rossi (2001 apud SILVA and DA SILVA, 2016).

According to Reis (1988 apud OHNO, 1994) the seven production wastes are: overproduction, waiting time, defective products, excess inventory, excess handling, wasteful processing and excess transport.

In this case, there is the eighth waste that is the creativity of the employees, that is, the lack of use of their ideas, and experience of the productive process in the solution of waste (Barros et al., 2005 apud LIKER, 2010).

According to Figueiredo (2005 apud WOMACK; JONES, 2006) in the article "From Lean Production to the Lean Enterprise", emphasizes that in all sectors of the company there are processes that do not add value to the customer and they must be reduced. In the concept of "Lean
consumption" the focus is to facilitate access to consumption of products and services and not the reduction of these consumptions by the customer. The proposal of lean consumption is to eliminate the setbacks, bureaucracy and other obstacles that hinder the acquisition and consumption of goods and services by the customer. See figure 1.

<table>
<thead>
<tr>
<th>PRINCIPLES OF LEAN CONSUMPTION</th>
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<tbody>
<tr>
<td>Fully solve the customer problem by ensuring that all products and services work and work together.</td>
</tr>
<tr>
<td>Do not waste customer's time.</td>
</tr>
<tr>
<td>Offer exactly what the customer wants.</td>
</tr>
<tr>
<td>Offer what the customer wants, exactly where he wants it.</td>
</tr>
<tr>
<td>Offer what the customer wants, where he wants and exactly when he wants.</td>
</tr>
<tr>
<td>Continuously add solutions to reduce customer time and hassle.</td>
</tr>
</tbody>
</table>

Figure 1. The principles of lean consumption. Source: Figueiredo (2005 apud Womack and Jones, 2006).

Silva and Farias (2003 apud SANTOS, 2014) comments that the Just-in-Time (JIT) philosophy is a powerful tool in production management, because its focus is to eliminate waste as follows: producing the right quantity at the right time with The quality that the customer wants. According to Silva and Farias (2003 apud GRACE, 2014), the JIT system can be applied in restaurants and snack bars because they work with stock materials with a short shelf life.

In some companies JIT is interpreted in the wrong way aiming at reducing costs and increasing profits. JIT is a philosophy that, when adopted by companies, should be aware that results are collected in the medium to long term, as it involves quality and customer satisfaction as a strategy. (FLORES et al., 2012, apud 2004 Well).

According to Zawislak et al. (2003, 1990 apud WOMAK, 2003) in the 1950 in Japan, Toyota Motors Company developed a production method called the Toyota Production System, where the company achieved expressive results in terms of speed, quality and low costs.

In the 1980s the American auto industry began to feel the effects of STP, information revealed by the Massachusetts Institute of Technology. (ZAWISLAK et al., 1990, apud WOMAK and JONES, 1998).

In fact, the process and product are independent, since the purpose of the production process is to manufacture the product with lower cost, quality and speed. The challenge in this process is to identify activities that add value and those that do not add value. When we quote value it is important to remember that the value should be from the "customer point of view". In some cases we are faced with processes that do not add values and are also not possible to be eliminated, but we must concentrate efforts on reducing them. (ZAWISLAK et al., 1990, apud WOMAK and JONES, 1998).
In the implementation of lean production the company must consider some disadvantages such as: compensation compatible with the levels of quality of service required of the employee, heavy investments in the implementation of the philosophy, mainly in the changes of the layout suggested in the implementation and, lastly, and perhaps the most important of all, are the stable master-plans of production. (DALLA and MORAES, 2006).

According to Toledo et al. (2003 apud GIGLIO, 2013) McDonald's adopts as a marketing strategy the distribution of gifts in the purchase of products. The colors red and yellow decorate the environment, and are strategic colors to encourage consumption. Strong yellow stimulates anxiety and red appetite and are the predominant colors in the company. Jingle is another marketing tool adopted by McDonald's that has the function of encouraging unconscious consumption.

According to Toledo et al. (SAMARA & MORSCH, 2013), marketing plays a fundamental role in understanding customer behavior, applying it fully to the production of goods and services, and thus satisfying their needs and leveraging the company's success.

According to Filho et al. (2002 apud FONTENELLE, 2012) McDonald's restaurant chain has a QSLQV (quality, service, cleanliness and value) standard that is the universal symbol of performance in the fast-food business, that is, a high level of standardization since Raw material up to the final product and, in this process, falls within the standard of customer service. And one of the causes of this success is the use of marketing with the application of the 4P's (product, advertising, price and place) functioning in a harmonious way.

Campos and Nóbrega (2002 apud GRÖNOOS, 2009) question the understanding of the definition of quality of services and developed their model of perceived quality of service arriving at the following conclusion: "[...] quality is what clients perceive." Services are subjective and intangible in terms of quality assessment. In this paper, we present a description of the services that we offer: professionalism and capacity, attitudes and behavior, accessibility and flexibility, reliability and integrity, service recovery, service and reputation, and credibility.

Campos and Nóbrega (2006 apud MACHADO, 2009) conducted a survey of 120 clients of a fast-food chain in Brazil. The main perceptions of these clients were: educated employees, good cooking / preparation, efficient supply of supplies, Adequate temperature of the products, tables cleaned quickly and well dressed staff.

The well structured strategies and objectives of a company tend to lead to its growth if firm in the market. To do so, it is necessary to tune in the external environmental variables (competition, legal restrictions, market segment, technology) that are variable uncontrollable by the company, with the internal factors in which they are controllable by the company being this retail strategy translated into business vocabulary Marketing. Controllable variables are intended to select and satisfy a target audience. Filho et al. (1992, apud BERMAN, EVANS, 2004).
"Marketing is the social and managerial process by which individuals and groups obtain what they need and desire through the creation, supply and exchange of valuable products with others" (BASSO, 1998 apud KOTLER, 2007).

Marketing activities beyond planning include research and development production and other functional areas (Freire et al., 1997 apud MCCARTHY and PERREAULT, 2015).

The new rhythm of life and gastronomic diversity have led society to change its eating habits, among them the fast food. Fast food, product standardization and quality are some of the factors that win consumers. Through the scenarios companies should use tools that make their business attractive and solid. (LEAL et al., 2010).

3. METHODOLOGY.

The present work deals with a research of an applied nature, since through the research it was possible to identify the failures of the cafeteria under study from the perspective of the client and propose improvements. The objective of the research was exploratory, because an interview was made with the owners of the cafeteria, whether or not they knew the opinion of their client. The approach was quantitative, since the research response was transformed into percentages for better interpretation of the results.

3.1 METHOD.

The method adopted was field research, a survey, carried out between 08/04/2017 to 04/14/2017. Participating clients were classified as samples and the research distribution was planned and executed as follows: twenty samples on 08/04 - Saturday; Twenty samples on 09/04 - Sunday; Ten samples on 04/10 - second; Ten samples on 04/11 - Tuesday; Ten samples on 04/04 - fourth; Ten samples on 04/13 - fifth; Twenty samples on 04/14 - sixth. One hundred copies of the questionnaire with objective questions were printed and divided into seven groups: the 1st - age group of the customer, the 2nd - product quality group, 3 - the product price group, 4 - the cafeteria services group, 5 - the cafeteria structure And 6th - group - ordered by phone. Each group was composed of questions related to the cafeteria and for each question the customer had the option to indicate the alternative that corresponded to his expectation. The 7th issue was for the customer to suggest improvements to their satisfaction. In the ANNEX A, at the end of this work, the model of the applied research in the establishment is found.
4. RESULTS AND DISCUSSION.

A bibliographical research on the history of fast-food was carried out, taking as reference the McDonald's company, the concepts of the Toyota Production System philosophy, JIT and analysis of the fast-food customer profile, where it was observed that the concepts of Marketing companies have strong strategic holdings of food companies to retain their customers.

During the bibliographic research it was observed that some authors adopted the customer satisfaction survey, which is one of the marketing strategies and, at the same time, it is possible to know the expectations of the client in relation to the products and processes of the company. Then, a survey was carried out with clients who attended the cafeteria in study, located in a city district of the State, 8.5 km from the center, opening hours from 15:00 a.m. to 01:00 a.m. The snack bar began its activities in August 2015 and today has seventeen employees and produces snacks, portions and markets drinks of various types. The establishment holds up to 91 people seated. It has an average demand of six hundred snacks a week, including over-the-counter service and home delivery in the neighboring city region.

The objective is to interpret the opinions from the point of view of the clients, that is, to analyze the field research through numbers generated based on the information of the answers of the questionnaires applied in the month of April 2017 in the cafeteria under study. A hundred samples were collected.

In figure 2 are the results of the applied research in the establishment. The responses from group one to six and in percentage form were related. Remembering that question seven the answer was open, so they are not in this figure and is being discussed at the end of this chapter.
### 1. Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Total</th>
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<tbody>
<tr>
<td>Up to 10 years.</td>
<td>0%</td>
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<tr>
<td>Between 11 and 20 years.</td>
<td>17%</td>
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<tr>
<td>Between 21 and 30 years.</td>
<td>41%</td>
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<td>Between 31 and 40 years.</td>
<td>31%</td>
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<td>Between 41 and 50 years.</td>
<td>8%</td>
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<td>Above 51 years.</td>
<td>3%</td>
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### 2. Product quality

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<tr>
<td></td>
<td>67%</td>
<td>26%</td>
<td>3%</td>
<td>0%</td>
<td>1%</td>
<td>3%</td>
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### 3. Preços dos produtos

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<tr>
<td></td>
<td>55%</td>
<td>41%</td>
<td>2%</td>
<td>0%</td>
<td>1%</td>
<td>1%</td>
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### 4. Cafeteria services

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<tr>
<td></td>
<td>64%</td>
<td>29%</td>
<td>2%</td>
<td>0%</td>
<td>1%</td>
<td>4%</td>
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### 5. Cafeteria Structure

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<tr>
<td></td>
<td>46%</td>
<td>39%</td>
<td>9%</td>
<td>2%</td>
<td>1%</td>
<td>3%</td>
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### 6. Orders by phone

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<tbody>
<tr>
<td></td>
<td>54%</td>
<td>38%</td>
<td>3%</td>
<td>1%</td>
<td>0%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Figure 2. Result of the research of the customers of the cafeteria under study. Source: the author.

For better interpretation of customer opinions, graphs of the respective groups of questions are shown that are shown in figure 3 to figure 8.

In figure 3 we have the ages of the clients and it was observed that more than 40% were between 21 and 30 years old.
According to figure 4, it was observed that in the average of the questions in group two, 67% of clients are "Very Satisfied", 26% are "Satisfied", 3% "Not Satisfied and Not Dissatisfied, 0%" Dissatisfied ", 1%" Very Dissatisfied "and 3% did not respond". 
In the items (group four) services of the cafeteria (figure 6) we have: 64% of customers are "Very Satisfied", 29% are "Satisfied", 2% "Not Satisfied and Not Dissatisfied", 0% "Very Unsatisfied" and 5% did not respond.

The structure of the diner (figure 7) according to customers are: 46% of customers are "Very Satisfied", 39% are "Satisfied", 9% "Not Satisfied and Not Dissatisfied", 2% "Dissatisfied", 0% Very Dissatisfied "and 3% did not respond.
38% are "Satisfied", 3% "Not Satisfied and Not Dissatisfied", 2% "Dissatisfied" and "Dissatisfied", 0% "Very Unsatisfied" and 4% did not respond.

Of a hundred clients who participated in the survey, only thirty-four gave a suggestion in the 7th question. It was possible to observe that the indices in each answer did not express a suggestion where it could denigrate the image of the cafeteria. The suggestion that had the highest index was "Toy for the children" that were 9%, equivalent to the opinion of four clients. Then the 2nd that had the highest opinion of the diners was "Branch in the center" that corresponds to three customers. The other suggestions were between 4% and 2% corresponding respectively the opinion of two customers and one customer.
5. CONCLUSION

With the application of the research it was possible to answer the problem in question, since the questions were elaborated with well-defined criteria to evaluate the critical factors from the point of view of the customer of a fast food. We observed that the adherence was 100%, that is, the proposal was to interview one hundred clients during one week and one hundred answers were obtained. It is important to remember that in the questions of the 6th group (telephone orders) not all customers responded because they had never requested this service and the rates were calculated with the number of customers who answered the questions in this group. In the 7th question, not all customers expressed their opinion. The hypothesis was confirmed because by analyzing the results of the research, for each question group the satisfaction criteria were defined with the products and services that were: Very Satisfied, Satisfied, Not Satisfied and Not Dissatisfied, Very Dissatisfied, Neither Responded, this way it remained clear identification of the customer's needs in relation to service levels and the interpretation of the results of the research will enable the company to take the necessary actions to retain the customer and maintain its brand in the market.

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Dear customer during a period we will be conducting a research about our cafeteria and your participation is very important to improve our services. Please state the questions in your opinion. Thank you for your participation.

1) Please inform your age:
   a. ( ) Up to 10 years.
   b. ( ) Between 11 and 20 years.
   c. ( ) Between 21 and 30 years.
   d. ( ) Between 31 and 40 years.
   e. ( ) Between 41 and 50 years.
   f. ( ) Above 51 years.

2) Evaluate product quality:
   a. Was the food served at the ideal temperature?
   b. Was the drink served at the ideal temperature?
   c. Did the variety of snacks and portions meet your needs?
   d. Did the beverage varieties meet your needs?

3) Evaluate product prices:
   a. Given the quality of the food were the prices competitive?
   b. Variety in the form of payment?

4) Evaluate cafeteria services:
   a. Was the food and drink delivered on request?
   b. What was the standard of employee attendance?
   c. Regarding the delivery time of the order you stayed?
   d. Regarding the service of the cashier?
   e. Regarding environmental hygiene?
   f. Regarding the account closing time?

5) Evaluate the structure of the cafeteria:
   a. Was the environment pleasant?
   b. Was the location easy to get to?
   c. The amount of tables was enough?
   d. Easy parking?
   e. Structure of toilets?

6) If you made phone orders, please answer the following questions:
   a. Was the order delivered on time?
   b. Was the temperature of the food adequate?
   c. Was the product well organized in the packaging?
   d. Did the payment method meet your needs?
   e. Quality of the telephone service?
   f. Quality of the delivery service?

7) Do you have any suggestions to improve our services?