

DIG FILE COPY

1

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.

1. AGENCY USE ONLY (Leave blank) 2. REPORT DATE 1990 3. REPORT TYPE AND DATES COVERED Thesis / ~~DISSEMINATION~~

4. TITLE AND SUBTITLE A METHODOLOGY FOR DETERMINING CONSUMER ATTITUDES AND BEHAVIOR AIR FORCE APPROPRIATED DINNING
AUTHOR(S) THERESE SYKES GAINES

5. FUNDING NUMBERS

PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) AFIT Student at: Cornell University

8. PERFORMING ORGANIZATION REPORT NUMBER AFIT/CI/CIA - 90-062

SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) AFIT/CI Wright-Patterson AFB OH 45433

10. SPONSORING/MONITORING AGENCY REPORT NUMBER

11. SUPPLEMENTARY NOTES

12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for Public Release IAW AFR 190-1 Distribution Unlimited ERNEST A. HAYGOOD, 1st Lt, USAF Executive Officer, Civilian Institution Programs

12b. DISTRIBUTION CODE

13. ABSTRACT (Maximum 200 words)

DTIC ELECTE
AUGO 1 1990
S B D

14. SUBJECT TERMS 15. NUMBER OF PAGES 138 16. PRICE CODE

17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED 18. SECURITY CLASSIFICATION OF THIS PAGE 19. SECURITY CLASSIFICATION OF ABSTRACT 20. LIMITATION OF ABSTRACT

AD-A224 645

90 07 01 049

A METHODOLOGY FOR DETERMINING CONSUMER
ATTITUDES AND BEHAVIOR:
AIR FORCE APPROPRIATED DINING

A Thesis

Presented to the Faculty of the Graduate School
of Cornell University

in Partial Fulfillment of the Requirements for the Degree of
Master of Science

by

Therese Sykes Gaines

August 1990

© Therese Sykes Gaines 1990
ALL RIGHTS RESERVED

W. J. Hall

ABSTRACT

This study provides a survey-based methodology whereby Services squadrons throughout the Air Force can identify the image of the food service facilities at their base from the customers' point of view. The survey gathers customer reactions to the base's facilities and the popularity of the local food service competitors, measured by frequency of patronage, dollars spent at each, and perceptions of the dining experience.

By using this method, a Base Commander or a Services Squadron Commander would gain insight into the perceptions of their customers with the aim of using this information for decision making with two goals in mind: increased customer satisfaction and increased patronage of their facilities. Achieving these goals would result in airmen spending less disposable income on food and would increase productivity through better utilization of each food service facility.

A questionnaire was designed and tested to prove the validity of the proposed method to survey customers and its ability to provide information useful to the commanders for decision making. The questionnaire was designed for administration at any Air Force base, and a handbook of instruction has been provided so Air Force Services officers can administer this survey and interpret the results for use in improving decision making regarding their own dining facilities. The test of the methodology was performed at Griffiss AFB, New York, (GAFB) by

90 07 11 049

administering the questionnaires to a representative sample of the base's military dining facilities' population.

The results of the study are:

(a) the methodology proved sound with few modifications,

(b) the analysis of questionnaire responses at GAFB provided information necessary to improve decision making for the commanders on that base, and

(c) the questionnaire and methodology is ready for a wider test with the aim of releasing the handbook and questionnaire for use by the Air Force worldwide.

Accession For	
NTIS GRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By _____	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A-1	



Biographical Sketch

Therese Sykes Gaines, named Anne Marie Therese Sykes at birth, was born in 1955 in Hattiesburg, Mississippi, the seventh of eight children. She married Kenneth Lewis Gaines in 1974 and has three sons, Joshua, Jackson, and Neil.

She studied literature at the University of Maryland, European Division from 1977-79. She attended the University of Southern Mississippi intermittently from 1972-1984. On May 11, 1984 she received a Bachelor of Science degree in Hotel and Restaurant Administration, graduating cum laude, received a commission as a Second Lieutenant in the United States Air Force, and was tendered a Regular Commission as a Distinguished Graduate of Air Force ROTC.

She is a graduate of Squadron Officer School, both by correspondence and in residence at Air University, Alabama, and has received a Master of Arts degree in Computer Resources Management from Webster University, conferred Spring 1989.

She was admitted into the Master of Science program at the Cornell University School of Hotel Administration and upon completion in May, 1990, has been assigned to Headquarters, Air Training Command as Chief of the Billeting Branch, conducting a staff assistance team.

I lovingly and gratefully dedicate this work to my better nine-tenths, my husband and best friend, Ken, and to our dear children, Josh, Jack and Neil who have been the picture of patience during an often trying twenty-two months, and to my parents who loved me first.

Acknowledgements

The author wishes to acknowledge Professor Michael H. Redlin for his guidance and unwavering support in the face of confusion, adversity and constantly missed deadlines. The author wishes to thank Professor Leo M. Renaghan for his expertise and guidance in the development of the questionnaires and in the realm of market research. The author also wishes to acknowledge the work of Mr. Richard Grant for his graphics work in preparation of the questionnaires and the final paper. The author also wishes to acknowledge the assistance of Captain Wendell Powell, Captain Theodore Kreuzer, Staff Sergeant Doucette, and Lieutenant Colonel Patrick Eagan. Their expertise and support in both time and money has helped deliver a useful tool to the United States Air Force and helped make this study a living entity instead of simply an addition to the Hotel School library.

Table of Contents

CHAPTER 1, Introduction to the Project	1
Problem Definition	3
Background	4
Literature Search	9
Purpose of Project	15
CHAPTER 2, Methodology	23
Conducting the Research	28
Questionnaire Development and Administration	33
CHAPTER 3, Results	49
CHAPTER 4, Analysis of Survey (GAFB) and Implications	59
CHAPTER 5, Conclusions and Recommendations	72
Appendix, Instructional Handbook	74
Attachment 1, Customer Attitude and Behavior Survey Checklist and Timetable	85
Attachment 2, Base Dining Facility Questionnaire	94
Attachment 3, Flight Line Facility Questionnaire	101
Attachment 4, Alert Facility Questionnaire	102
Attachment 5, Example: DESIRE Sampling Output	103
Attachment 6, Example: Base Commander's Cover Letter	104
Attachment 7, Excerpt From GAFB Focus Group Number One	107
Attachment 8, Example: Advertisements for Base Media	108
Attachment 9, Example: Request for DESIRE Run, Number in Subgroups	110
Attachment 10, Example: Request for DESIRE, Random Sample	111
Attachment 11, Example: Frequency Run from Scanned Answer Sheets	112
Attachment 12, Briefing to GAFB Base Commander	113
Works Cited	131
Bibliography	132
Glossary	137

List of Tables

Table 4.1, Average Expenditures Per Meal: Main Dining Facility Respondents	38
Table 4.2, Most Important Attributes: Main Dining Facility Respondents	40
Table 4.3, Reasons for Eating Out: Main Dining Facility Respondents	41
Table 4.4, Strengths and Weaknesses of Main Dining Facility	43

List of Figures

Figure 4.1, Questionnaire Returns	34
Figure 4.2, Meals Eaten Away From Quarters, Main Dining Facility Respondents	35
Figure 4.3, Breakfast Meals Skipped	37
Figure 4.4, Average Expenditures Per Meal, Main D. F.	45
Figure 5.1, Questionnaire Response Rate	53

Chapter 1

Introduction to the Project

Problem Definition

I believe Air Force dining facility patrons perceive a declining quality in their dining experience, resulting in dissatisfaction by the patrons and a desire to dine elsewhere. During my past six years as an Air Force Services officer, I have observed an increasing number of airmen (officers and enlisted) eating at places other than Air Force facilities. Further evidence of this dissatisfaction is an apparent growing demand by dormitory residents to be given BAS (Basic Allowance for Subsistence, a monetary allowance for food) in lieu of SIK (Subsistence In Kind, meals instead of an allowance), with the aim of being able to eat more often at other than an Air Force facility without using increased amounts of disposable income. If the airmen's perception of declining quality is warranted, there is an even greater need for attention to quality service at those dining facilities with "captive" patrons, e.g., alert and remote facilities.

By implicitly encouraging airmen to spend money in less economical places, Services squadrons are doing things contrary to the Air Force's

Quality of Life philosophy. Every time airmen patronize a direct competitor, they use disposable income to satisfy their taste preferences. This is especially true of enlisted airmen living in the dorms receiving SIK instead of BAS. Their well-being is partially ensured by having three nutritious meals a day provided as part of their compensation. Every time these airmen opt to eat somewhere other than their dining facility, they not only use their disposable income to dine but also forego the SIK privilege for that meal. The end result is they experience dissatisfaction with an important element of Air Force life and receive a lower quality of life, evidenced by less spending money at the end of the month and by poorer nutritional habits. This is not only contrary to the Quality of Life agenda but also counter to the reason for having dining privileges available to young airmen, namely: well fed, healthy, combat-ready individuals able to endure the hardships of an armed conflict.

A simultaneous concern on the part of the Air Force is the struggle to make the best use of scarce resources. In line with this thinking, the Department of Defense (DOD) has distributed a plan entitled FY 1991 Productivity Improvement Initiative. Its goal, as it impacts the Air Force's

food service planning, is "improve customer service while increasing productivity—the ratio of meals served. . .to the food service labor cost.."

(Department of Defense Manual 1338.10M) A combination of identifying customer preferences and reacting positively to these can aid in attaining that goal by increasing patronage of each facility during the same number of operating hours.

Background

The Air Force's Quality of Life philosophy has long advocated giving their personnel a better life through means other than those controlled by law—such as pay, promotions, and bonuses. The premise behind improving the airman's quality of life lies in the assumption that if basic wants and needs of Air Force personnel are satisfied, this will have a positive impact on force readiness. Air Force personnel can rightfully expect more from base services than from civilian counterparts since more is expected from military personnel. Taking care of many of these basic wants and needs is the responsibility of those in the Services career field. If these people aren't keeping pace with trends their customers find important, their customers choose to do business with competitors who meet these needs.

The reason for homing in on appropriated dining facilities is in keeping with General Ahearn's (Director of Engineering and Services at Headquarters, USAF at the Pentagon) emphasis on Quality and Customer Service in the Engineering and Services career fields. His motto has become "set [us] up for success." The success of any organization lies in its people and a large part of taking care of people is ensuring that at least their basic needs are provided for. Major elements are food and lodging.

Housing for single enlisted airmen is dictated. However, food service is flexible in that SIK and BAS are controlled by individual squadron commanders in accordance with established regulations, the facilities' operations are controlled locally, and airmen can choose when and where to dine. This is why this study focuses on this controllable aspect of a quality life for Air Force personnel.

Literature Search

Before beginning the primary research, prominent secondary sources were reviewed to find out what other types of studies have been done in this arena. Several studies have been done by a few select groups with particular aims in mind, but none which touched directly on the issue of satisfaction

with an Air Force dining facility measured by dining and spending patterns between that facility and a local competitor. These various secondary sources are outlined briefly below, with the impact they had on the direction of this study and the contribution they made to the questionnaire.

An Air Force survey existed as an appendix to an Air Force food service regulation which dealt with facility specific feedback. (AF Pamphlet 146-5, Atch 2) However, it was very lengthy, was designed for use by the facility manager (with no real guidance on how to use it or what to do with results), and had been discontinued due to lack of "usefulness" (lack of use). It was reviewed and was shown to have no input for this study except to show pitfalls to avoid in questionnaire design.

The National Restaurant Association (NRA) has published various studies which often deal with consumer preference toward specific types of food, for example, toward ethnic foods. Many of these surveys were too food-type specific for the purpose of this study. However, a 1982 survey dealing with consumer attitudes and behavior contains a list of attributes that consumers find important when choosing a place to dine and another list which

asks respondents why they eat out rather than at home. (NRA, How Consumers Make the Decision to Eat Out) These lists were used as a starting point for generating the questionnaire for this study and the survey was used as a general guideline for how to structure and report on such a survey. The NRA used telephone interviews and open-ended questions. These methods were not adopted.

Another set of studies reviewed were the Air Force Quality of Life Surveys and Final Reports. (Air Force Military Personnel Center, 1982, 1986) These documents were similar to the NRA studies in that they included the questionnaire and the report of the results. Though the questions used were far too general for determining any useful data on customer satisfaction with base dining facilities, they were useful in showing how the Air Force structures a survey in order to use computer-scanned answer sheets.

In trying to determine frequency of dining out and eating/preference patterns, the 1987 Consumer Reports on Eating Share Trends (CREST) study was reviewed. The strength of this compilation of data lies in identifying how *different groups of people* behave based on specific demographic profiles, such as, race, sex, education, annual household income, marital status, size

of household, and region of the country. These profiles are then used to define the percentage of meals eaten out in various categories of restaurants. It also, like some of the NRA consumer behavior surveys, examines buying preferences for specific menu items and specific behaviors on holidays, for example. That portion of the CREST reports behavior but does not look for motivation behind that behavior or seek to determine satisfaction with their experience. Therefore, that input was discounted for this study, since to adequately cover these same subjects in the Air Force study would require performing cross-tabulations, making it unusable for the normal base Services officer. Also, the purpose of this portion of the CREST is to show how consumers behave so businesses can target specific groups to coax into purchase behaviors. This is not the case with the Air Force dining facilities, which have to be "all things to all people". The section of the CREST which deals with customer motivations was used to supplement the list from the NRA survey on why consumers eat out. (CREST, pp. 213-222)

Another body of material reviewed was compiled by researchers at the U.S. Army Natick Research and Development Laboratories. Many of these reports deal with surveys addressing nutritional concerns and some

deal with consumer preferences. Though none of the information was used as such for the questionnaires developed for this study, they offered additional insight into questionnaire development and reporting for Army and Air Force use.

Lastly, to determine whether this study could in fact produce information that could be used to increase productivity, the manual governing Air Force dining hall manning needed to be part of this literature review. The information sought was located in the Air Force Pamphlet 146-5, which explains Air Force Manpower Standards and requirements based on total meals served. (pp. 10-12)

This being the case, in order to increase productivity at any one dining facility, meals served need to be increased to the maximum number possible without increasing manning, since the two are interrelated. It was determined that useful information could be obtained from the questionnaire which would help a commander attract more airmen to the dining facilities, thereby making optimal use of the facility by smoothing out fluctuations.

Other pertinent information for development of the questionnaire was obtained from the focus groups conducted at the test base and from the

researcher's own background. Additional ideas came from the academic advisors for this paper.

The reasons for choosing this study are both personal and professional. As a graduate student funded by the Air Force, I felt a need to study something of direct use to the Air Force. In my own experiences with Air Force dining facilities, with personnel who had worked in several, and with customers of these varied facilities, three problem areas seemed to consistently be the topic of conversation. The first area was dissatisfied customers, second was poorly laid out facilities, and last was problems with food service contractors. I had no dealings with the last issue per se and the second problem meant probable funding requirements to renovate existing facilities, which is not feasible at this time due to Department of Defense spending cuts. However, I was familiar with the first problem area and felt I could offer some assistance to commanders with responsibility for these facilities and the personnel assigned to them by initiating this study.

Purpose of Project

The aim of this study is to provide a methodology and an instrument for identifying factors that result in customer satisfaction and dissatisfaction

with Air Force dining facilities. It seeks to outline a method which can be followed, which includes administration of a facility-specific customer satisfaction questionnaire, and which will identify perceived quality problems at Air Force dining facilities that lead airmen to choose competitors more often. The end goal of the study is to give commanders a tool to make better informed decisions about how to improve their personnel's quality of life. The methodology advocated by this study is intended to be a blueprint to be used by various bases or by the Headquarters, Air Force Engineering and Services Center (AFESC).

This study provides three main things to the Air Force:

(1) a step-by-step process by which an Air Force Services Commander can conduct a survey of his/her customers without having a research background,

(2) a questionnaire

(a) that helps identify where their dining facilities fall short of satisfying customer needs on and around each installation, and

(b) that can be used as a tool to measure areas of improvement through repeated testing, and

(3) a presentation format and some thoughts on how to use this information for improving customer satisfaction.

As a result of actions taken based on analysis of survey responses, individual installation commanders should achieve the following goals:

1. Increase the airmen's overall level of satisfaction with dining facilities.

These are measured by satisfaction in the three food service attributes respondents rate as most important and in their perception of a facility's strengths and weaknesses.

2. Increase SIK recipients patronage of dining facilities. This yields two results. First, airmen's quality of life is improved by increased disposable income (the amount of money saved varies based on responses of how much money they spend at other eateries) and improved nutritional habits. Secondly, increased use of Air Force dining facilities can directly impact productivity while lowering costs by maximizing use of labor and equipment in food production.

Acting on information obtained from analysis of survey results, Services squadron commanders can turn their dining facilities into a consistently quality offering. When seen vis-à-vis the equivalent civilian sector, the Air

Force dining facilities should be perceived as the better value for the price, since military dining facilities are non-profit and prices reflect no profit margin.

As the survey is administered at other Air Force bases and responses analyzed in a larger context, MAJCOMs should be able to:

1. Identify the most productive use of scarce resources toward improving satisfaction with each Services organization by having a simple and near-immediate way to assess elements of the dining experience that satisfy or dissatisfy patrons.
2. Use this institutionalized tool for measuring value or quality of service provided and its influence on productivity, as currently tracked through monthly and annual reports submitted to each MAJCOM headquarters.
3. Report survey results, reaccomplished every few years, to higher headquarters to show successful trends in improving Air Force personnel's quality of life through demonstrated increased satisfaction in dining, increased use of Air Force dining facilities, and decreased use of (and less money spent at) local competitors. Creatively advertising these trends could help enhance recruitment over the Army, Navy, and Marine Corps, especially important

with an all-volunteer defense force, which emphasizes the need for "quality versus quantity" recruitment.

Global problem areas, identified as a result of the survey being administered at several bases, can be dealt with on a short- or long-term basis, dictated by the nature of the problem identified—food, service, or facility. Food or service problems uncovered can be handled both locally and globally. Though the Air Force Worldwide Menu would not be revised based on this study, dining halls can use the latitude they have to locally revise menu offerings under increased guidance by AFESC, which would be responsible for keeping up with civilian trends and for sharing knowledge among other bases. Facility problems unearthed can be addressed by AFESC, Services programming offices at the Pentagon, and at various Major Command (MAJCOM) headquarters for better allocation of decreasing resources for future fiscal buying cycles. These various programming offices can identify future building and renovation programs to correct facilities problems, ensuring the most effective use of scarce resources.

If civilian and military tastes in eating establishments are similar, especially among those who have only recently left civilian life, then a simple,

consistent method is needed to identify factors appealing to military personnel in the same ways that civilian food service authorities advocate. Failure to do so and act on findings will likely result in a continuation of the trend by military personnel to patronize civilian facilities more often than military facilities due to unidentified or unsatisfied needs of the individual airman.

This is why attributes borrowed from the NRA study are used as a benchmark to measure similarity between responses of airmen and civilians to similar questions. By establishing a trend toward keeping pace with preferred civilian food service alternatives, the Air Force will ensure a consistently quality offering in their dining facilities which are a significant part of airmen's lives and a definite player in how they manage their finances.

Chapter 2

Methodology

Conducting the Research

The research design chosen was a combination of exploratory and descriptive. Initially, a literature search had to be conducted to determine what other similar studies existed and whether they could be applied to this problem. When it was determined that a questionnaire had to be designed to identify the areas of concern to the Air Force, a questionnaire that would be descriptive in nature, additional exploratory work had to be undertaken. The researcher needed to discover what attributes represent quality to airmen or their civilian counterparts in a dining facility and which of these attributes Air Force dining facilities do and do not satisfy. Much of this was done via expanded literature searches and trips to various Air Force bases as well as assimilating the researcher's past experiences and those of other Air Force employees and customers. Finally, since an effort was to be made to identify local competitors to the test base's dining facilities, two focus groups were conducted at GAFB to identify the main competitors for each meal

period. This research resulted in a questionnaire which would render frequency distributions to answers in the various areas of concern.

The Air Force has established research methods utilized through the Personnel Survey Branch (HQ AFMPC/DPMYOS) at the Air Force Military Personnel Center at Randolph AFB, Texas. This office governs the administering of any survey to Air Force personnel and approval must be secured from them prior to conducting a survey. The methodology used in this study had to conform to their standard operating procedures to arrive at the simplest and most effective methods for practical and probable future Air Force use. Therefore, data collection procedures, sampling procedures, and analysis techniques are in keeping with standard Air Force procedures to allow ease of duplication of this study at any Air Force base.

This study included a test run of the survey at Griffiss Air Force Base, New York (GAFB) to test the effectiveness of the methodology and the questionnaire, and it was administered within these Air Force operating procedures. GAFB was a logical choice due to its proximity to the researcher and since it is assumed to be a representative Air Force base.

Study results are based on primary data collected from the administration of the questionnaire at a base. The Air Force procedures for survey administration do not allow either for open-ended questions or for responses directly on a survey instrument. It makes processing time of responses too time-consuming and too expensive. Therefore, to adequately test the methodology for administering the survey, it was administered at GAFB within the current guidelines, using close-ended multiple-choice questions with computer scannable answer sheets. The Personnel Survey Branch approved the questionnaires after slight formatting revisions.

A probability sampling procedure known as stratified sampling was used to select the questionnaire recipients. This procedure involves dividing the parent population (all authorized users of Air Force dining facilities) into mutually exclusive and exhaustive subsets, and then choosing a simple random sample independently from each subset or group. At GAFB these groups were defined as: airmen receiving SIK, most of whom live in base dormitories; airmen receiving BAS, most of whom live somewhere other than the dorms and who generally have a different demographic profile; airmen and officers dining in alert facilities; and airmen and officers dining

from flight line facilities. The first two groups were to receive the main questionnaire dealing with satisfaction issues at GAFB's Main Dining Facility. The latter two were to be sent questionnaires designed for the alert and flight line facilities, respectively. A random selection was then made within each group.

The sample size from each group was determined based on the 20 percent response rate received from a pretest of the questionnaire (discussed in the following section). The actual computation of the number of questionnaires to be distributed to each group was performed by the Personnel Survey Branch, as would be the case for any approved base survey. Their computation was based on the number of elements in each subset, as determined by the Consolidated Base Personnel Office (CBPO) at GAFB. In selecting each sample, costs of administering and processing the surveys was a factor for the Air Force. Therefore, the minimum sample size was selected that would yield enough responses to be able to analyze each facility surveyed (in keeping with the response rate obtained from the pretest).

The result was five hundred and ninety persons were selected to represent GAFB's military population of over 4,000. Thirty-two percent of

the questionnaires went to officers and enlisted personnel assigned to an Alert Facility (90 percent officers), 24 percent were sent to enlisted and officers assigned to duty at or near the flight line (96 percent enlisted), and the remaining 44 percent were sent to enlisted personnel who did not fit one of the former categories.

This sampling procedure produced some minor weaknesses. A few of the respondents were on temporary assignment away from the base and a few had been permanently reassigned to another duty station or had separated from the service. These numbers were known, however, due to the procedure of returning to the sender any base mail addressed to personnel falling in these categories. At GAFB these returns were prompt because of the advertising that preceded the survey. The numbers were so low as to not affect the response rate and no attempt was made to backfill these with other sampling elements.

The only sampling frame that might be better than the base CBPO, as far as being more up to date at the time the sample is taken, is the Accounting and Finance Center at Lowry Air Force Base, Colorado. However, their response time is much slower than the local CBPO and the sample would

likely result in the same few discrepancies due to the transient nature of the Air Force community. Lowry would be more exact in the matter of SIK and BAS recipients, since this is a payroll matter and not a personnel one.

However, locating these airmen based on their address (dormitory or other) is believed to be accurate enough, since regulations require bases to give SIK to the overwhelming majority of dorm residents.

Believed to be a vital element of obtaining a good response rate is command support, since it is not clear what other type of incentive can be used for active duty military members. Support, coordination, and encouragement by the Base Commander and the various squadron commanders is the least that is required in the form of cover letters, advertisements, various base agencies support and disseminating information and questionnaires in a timely, concerned manner. At GAFB, all those items mentioned were used.

An Air Force Survey Control Number was added to each front page and the appropriate number of questionnaires assembled for mailing, including the Base Commander's cover letter and a self-addressed return envelope. The questionnaire was distributed through the mail rather than using phone

or face-to-face interviews in order for the study to be easily copied at any Air Force installation.

The Air Force's policies governing surveys require maintaining anonymity, privacy, and confidentiality. Therefore, identifying profiles of non-respondents is a difficult task for this study. Since the samples used were randomly generated, the assumption is made that the names selected are representative of the various groups of interest at GAFB. Specific demographic questions were included in the questionnaires to help identify the respondents for later comparison to the sample group, to help determine the impact of non-respondent bias on the results. No other attempt was made to deal with non-respondent bias since HQ AFMPC/DPMYOS does not use follow-up techniques, such as subsequent mailings or non-respondent response cards.

For the purpose of validating this study, only frequency distributions were used in analyzing the responses to the questionnaires, since that will be the normal procedure when this survey is run at another base. No complex statistical analyses were performed. Instead, the researcher sought to identify trends and patterns of behavior among the personnel at GAFB that could

explain the various satisfaction levels recorded and which could positively influence the commanders' decision-making process.

The methodology to be followed in order to replicate this study is found in an instructional handbook for the Air Force (see Appendix). This contains a step-by-step checklist and package for administering the survey and analyzing and reporting the results at future test bases.

The handbook also contains a time table for administration of the survey from start to finish, listed as maximum expected times. The times are listed as though discreet and represent the time elapsed from initiation to completion of each activity, but many of these activities can be performed concurrently, significantly reducing overall time. This timetable is still tentative since it is based on the primary researcher's experience with the survey, which included support by many outside agencies (the researcher was not assigned to any base at the time this research was accomplished). When the survey is administered at another base, the timetable will be able to reflect base-level time frames more accurately.

Questionnaire Development and Administration

A good questionnaire is one that can be understood by the respondent and that the respondent is able and willing to answer. The goal of developing the questionnaire, was to accomplish those tasks while gaining insight into the main goals of this research. The intent was to be able to identify three attributes most important to airmen in selecting a place to dine, how often they eat out and how much they spend, how satisfied they are with their Air Force dining facility, and its major strengths and weaknesses, in their opinion.

In designing this questionnaire, it was necessary to determine exactly which groups of questions would identify those issues causing dissatisfaction to the airmen using the facilities and which items needed changing in order to increase satisfaction and patronage. Not knowing exactly what these would be, the researcher included questions that seemed common sense reasons for satisfaction for an active-duty member as well as questions that centered around items normally thought of as customer satisfaction factors, such as food quality, service, and pricing issues. Therefore, the questionnaire was designed to be in-depth enough to cover a wide spectrum

of concerns, expecting the most significant to surface with the responses. It was also designed to be generic enough to be used at any base, without the initial researcher having knowledge of that particular base.

Using the attributes from the NRA study as a starting point, the researcher began development of the questionnaire, first including absolutely every item of interest, and finally culling the questionnaire down to one containing questions which would highlight the most pertinent issues. In this way the questionnaire changed from roughly 450 questions to approximately 150. Much of this was done by consolidating questions and grouping them according to the different day parts on both duty and off-duty days.

When the questionnaire appeared complete, the researcher conducted two focus groups at GAFB to ensure pertinent concerns were covered in the questionnaires and to identify major competitors to Air Force dining facilities at GAFB. Any other information appearing in the questionnaires and any modifications to the abovementioned inputs were drawn from the researcher's own experiences and observations as a Food Service Officer and a patron of base dining facilities.

Because of the diversity of the various groups of interest and due to different feeding characteristics and policies of the various facilities patronized, a main questionnaire was developed (for the main dining facility) and then subsequent questionnaires were devised. These are based on the main one and address the particular needs of and opportunities available for each group sampled as well as address specific characteristics of each food service facility.

A pretest of the main questionnaire was administered to 30 randomly selected individuals to determine how well the questionnaire solicits desired data and the usefulness of the responses. The respondents were asked to write on the form if they had any comments concerning the questions themselves or about the study in general. Approximately a 20 percent response rate was achieved.

Based on the results of the pretest, slight modifications were made to the questionnaire. The field edit showed that questions involving the cost to eat out had been omitted in the consolidation of the various questions, making it impossible to arrive at any conclusions in the area of expenditures, a key area for this research. Most other comments were positive, applauding

the attempt being made. A few respondents felt the questions were repetitive (i.e., the duty and off-duty categories ask identical questions but explore different patterns) but the results showed a need for both off-duty and duty time frames, since the answers showed different spending patterns and different rationale behind behaviors. There were no comments stating they did not understand the questions.

The general format of the main questionnaire follows. The questions address particular areas of concern or themes which can be used to identify areas of satisfaction or dissatisfaction in which a commander can take action to strengthen or improve these perceptions. The majority of questions are asked twice. The first set deals with behavior and perceptions on a normal duty day and the second set deals with off-duty behavior and perceptions.

The first area of concern is dining patterns. In this area the questions seek to determine who the major competitors are (Questions 1-8) and how often airmen choose a competitor instead of an Air Force dining facility when they dine away from their quarters (Questions 11-22) and what, if any, poor nutritional habits show up in these patterns. The next item to be able to

determine is the cost to airmen of eating away from their quarters (Questions 9 and 10 and 26-41).

The next theme covered is relative importance of particular attributes in selecting a place to dine when eating out and how well a particular Air Force dining facility satisfies these attributes (Questions 42-89). Another item of interest is why people eat out instead of at their quarters (Questions 90-105).

A final area of concern is the importance of certain facility and personnel issues and then how well a specific Air Force dining facility satisfies these and other facility specific customer services (Questions 106-124). The remaining questions are demographic in nature and are to help gain insight into possible reasons behind answers to the above questions.

Chapter 3

Results

A sound methodology was developed for determining customer perceptions about a specific Air Force dining facility, for identifying quality differences between base dining facilities and local competitors, and for presenting an instrument that any base can use to pinpoint these areas of concern for their locale. There is no reason to suspect GAFB is not a representative Air Force base, since the profiles of the personnel at each base fairly well mirror the Air Force personnel demographic profile at large. Since the methodology for conducting the survey worked at GAFB, it should work Air Force wide. However, this study should be considered the first of at least a few tests, to ensure any Services officer can easily administer the survey and analyze and report the results without having a research background.

A handbook of instruction was assembled whereby other Services officers throughout the Air Force can follow this method to administer the questionnaires and interpret the results for improved decision-making regarding their dining facilities. The handbook will be available for use Air Force wide through AFESC after final tests are conducted. The handbook

gives specific instructions on how to conduct focus groups locally (to identify names of local competitors to the dining facilities), how to select a sample for their base populus, how to administer the questionnaires (attached to the handbook), how to process the responses, how to analyze/evaluate those results, and how to present the results of their analyses in a visual format. This includes stating what trends the numbers may represent as well as listing some possible decision responses by the organization.

The questionnaires developed are able to satisfy the main objectives of this study. The survey results support the original thesis put forth by the researcher: Air Force personnel are dissatisfied with the quality of base dining facilities and eat more often at competitors' sites or skip a meal altogether (dependent on day part).

The specific results, outlined in Chapter 4, show how analysis of the frequencies of response to each question are sufficient to identify significant satisfaction and dissatisfaction factors for each facility. The analysis identifies major competitors for each meal period for each facility, how often airmen choose a competitor over an Air Force dining facility, and how much they spend when they eat out. The analysis reveals definite dining patterns

and reasons behind these. The questionnaires are also very helpful in identifying facility-specific strengths and weaknesses in food quality, service, customer relations, and facility issues.

Most reasons identified for these various behaviors are tied directly to issues under the direction of the Services squadron commander and the food service officer and within their power to change. Some larger issues are under the auspices of the base commander, another important reason to have command support from the outset.

The field edit of the full study at GAFB pointed up some weaknesses in the questionnaire design, but most are minor. Any comments about the questionnaire itself were made in the Comments section at the end of the instrument. However, these were few, for example, one or two respondents still felt the questions were a bit repetitive. Most weaknesses were discovered by reviewing the answer sheets before sending them out for scanning. Very few questions were shown to be unclear, redundant or unnecessary, and these have been modified or removed (see Chapter 5).

The majority of comments made were directed to the food service officer and dealt more specifically with food items desired, exact meal times

requested, and specific individuals who had made positive impressions on the respondents. One or two simply expressed a desire to eat somewhere "un-military" or less institutionalized.

The only major shortcoming had to do with the demographic section on the Air Force answer sheet. There are spaces to fill in rank, sex, race, year of birth, total active federal military service, MAJCOM, and miscellaneous information (input specified by instructions). In the GAFB study, this potentially useful demographic information was lost, based on assumptions made by the researcher that all respondents would understand the demographic abbreviations on the answer sheet and that they would automatically fill out that part of the form. Very few of the respondents completed any of this section, though many filled in their rank and sex. However, since not all respondents offered this information, it was not included in the scan of the questionnaires done by HQ AFMPC/DPMYOS. Also, the answer sheets were retained by that office, so it was impossible to even hand-tabulate this information. Due to this, it was possible to only make assumptions about respondents based on profiles for each group, e.g., whether the majority of the respondents were officers or enlisted personnel and how that might have

affected their answers. However, no factual correlations could be made among gradations within each group, i.e., whether senior and junior officers or enlisted felt the same way about the same issues or to the same degree.

Chapter 4

Analysis of Survey (GAFB) and Implications

A total of 136 questionnaires were returned (3 unusable) for an overall response rate of 23.1 percent. The questionnaire response timing was good, with nearly two-thirds of the responses being returned within the first three of the eight days allowed for response. (See Figure 4.1)

Results from the GAFB survey were aggregated into the main themes affecting customer satisfaction addressed by the survey. The results show levels of satisfaction with aspects of Air Force dining that can be identified and which are under the control of local commanders. Significant findings from analysis of the main dining facility questionnaire administered at GAFB is discussed below. The results of the analyses of the other two questionnaires and the script accompanying these results for the presentation to the base commander at GAFB is Attachment 12 to the Appendix.

Certain dining patterns were identified. Of all the meals that respondents to the main dining facility questionnaire eat away from their quarters, 60 percent are eaten at a competitor's facility. (Figure 4.2) The major competitors to the main dining facility are Army and Air Force Exchange Service

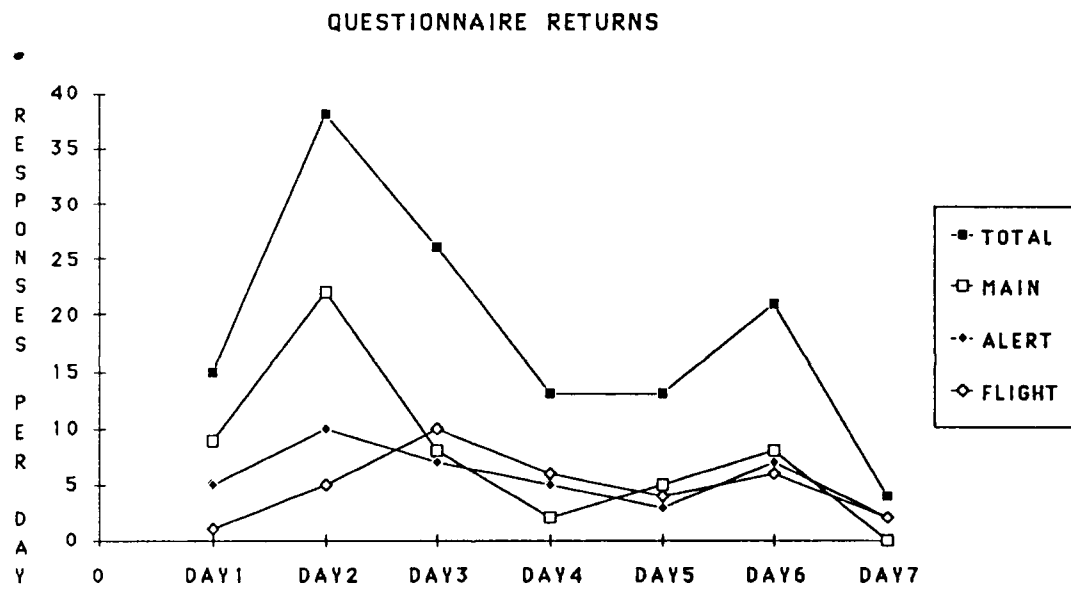


Figure 4.1 Pattern of questionnaire returns.

TOTAL MEALS EATEN AWAY FROM QUARTERS
MAIN DINING FACILITY RESPONDENTS

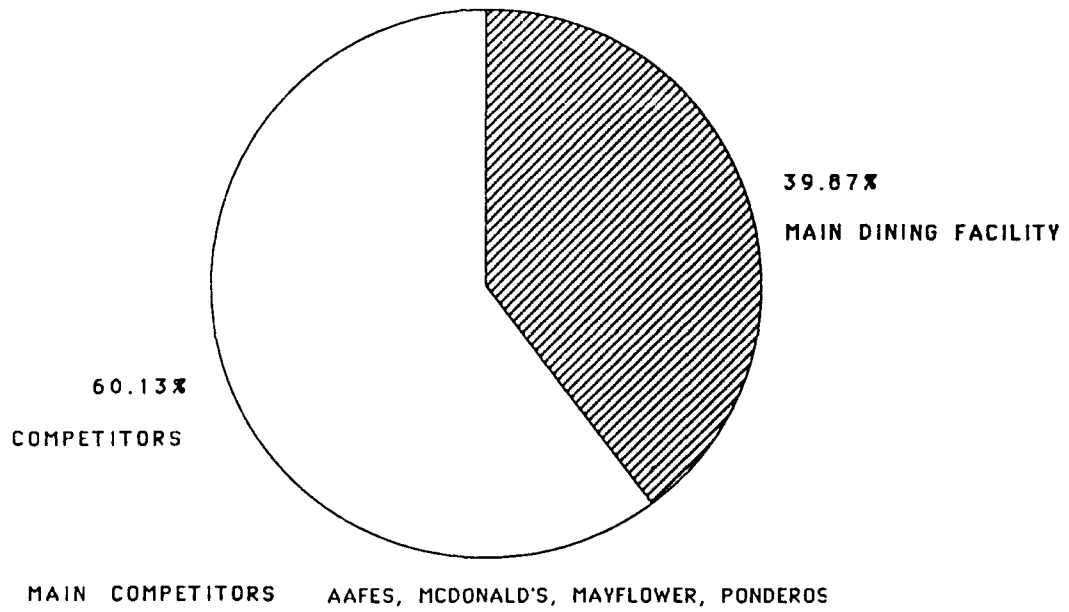


Figure 4.2 Main Dining Facility respondents eating pattern: of total meals eaten out.

(AAFES) facilities on base, and McDonald's, the Mayflower (a Chinese restaurant) and Ponderosa Steak House off base.

Respondents also show a propensity to skip breakfast more often on a duty than on an off-duty day; on a duty day 31 percent skip breakfast whereas on a day off, only 28 percent say they skip this meal. Though this is a small additional percentage skipping breakfast (3 percent), it could become a problem; the same gap for flight line respondents is 12 percent. (Figure 4.3)

To dine at a competitor instead of the main dining facility at GAFB costs the average airman over 100 percent more per meal. (Table 4.1) If an airman eats at the main dining facility, the cost is covered by SIK for those receiving this benefit. If an airman being paid BAS (approximately \$6.80 per day) eats at the dining facility, the food allowance could cover the cost of three meals. However, if a competitor is chosen, it costs a BAS recipient two times as much to eat out, causing a use of disposable income in addition to the food allowance to cover costs. If SIK recipients choose a competitor, the expense is even greater, since they have no allowance to offset the expense and they also forego the meal privilege at the dining facility for that meal.

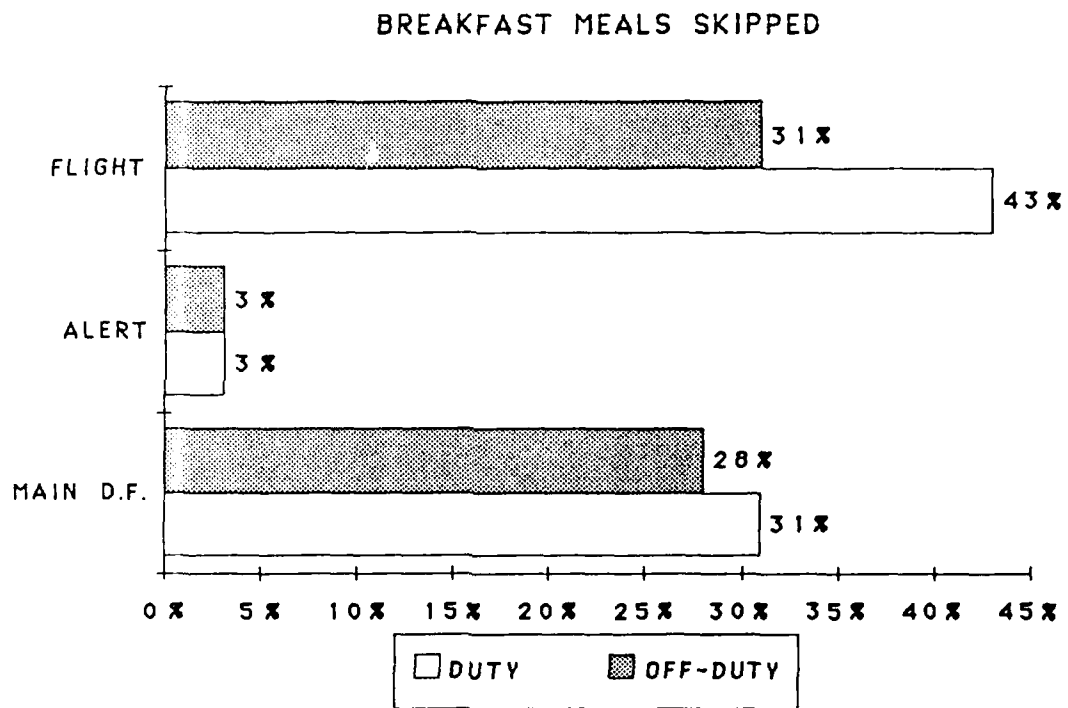


Figure 4.3 Main Dining Facility Respondents eating pattern: percentage who skip breakfast meals, duty versus off-duty days.

Table 4.1 Average expenditures per meal for respondents at Griffiss Air Force Base: appropriated fund facilities versus competitors.

AVERAGE EXPENDITURES PER MEAL*

	DINING FACILITY	COMPETITOR**
MAIN	\$2.21	\$4.51
ALERT	\$1.78	\$4.98
FLIGHT	\$2.59	\$5.30

* Computed assuming all 28 meals are eaten (B,L,D,MM)

** INCLUDES tax and tip as a part of the cost of eating out

The most important attributes in selecting a place to dine when eating out are food quality (two to one over any others), price and nutrition. The overall satisfaction level with the main dining facility in satisfying these and other attributes is 74 percent on a duty day and 79 percent off duty. (Table 4.2)

Though the satisfaction level is decent, most Air Force facilities try for an 85 percent acceptability by patrons in areas of interest, so an improvement is needed. The results from the facility specific questions give some insight into where problems lie and where improvements can be made.

The next exhibit (Table 4.3) shows a comparison between why respondents eat out rather than at their quarters for each meal and why they eat at the main dining facility for each meal. The results show that the main reason for eating out is for the enjoyment of it, but that the main reason for eating at the dining facility is to save time or for convenience. This "to save time" answer identifies the facility as placed among fast food places in the customers' minds, when in fact its menu and ambiance are more representative of an atmosphere cafeteria or a family restaurant.

Table 4.4 shows that cleanliness is important to 98 percent of the respondents and that they rate the main dining facility fairly high in that

Table 4.2 Overall satisfaction levels and most important attributes for selecting a place to eat out, once the decision to eat out has been made: Main Dining Facility Respondents.

MAIN DINING FACILITY RESPONDENTS		
	DUTY	OFF-DUTY
OVERALL SATISFACTION LEVEL	74%	79%
MOST IMPORTANT ATTRIBUTES	FOOD QUALITY PRICE NUTRITION	FOOD QUALITY PRICE NUTRITION

Table 4.3 Reasons for eating out instead of at their quarters: Main Dining Facility respondents.

REASONS FOR EATING OUT		
MAIN DINING FACILITY RESPONDENTS		
	WHY EAT OUT	WHY THIS FACILITY
DUTY DAY		
BREAKFAST:	LIKE TO EAT OUT	SAVE TIME
LUNCH:	SAVE TIME	SAVE TIME
DINNER:	LIKE TO EAT OUT	CONVENIENT LOCATION
OFF-DUTY DAY		
BREAKFAST:	LIKE TO EAT OUT	SAVE TIME
LUNCH:	LIKE TO EAT OUT	CONVENIENT LOCATION
DINNER:	LIKE TO EAT OUT	SAVE TIME/ CONVENIENT LOCATION

area. They don't rate the facility as particularly efficient and may have to wait in line a long time, depending on the meal period. Friendliness of personnel is important to 92 percent of the respondents yet the main dining facility did not rate well in this area either. A problem common to all three facilities in the eyes of the airmen responding to these questionnaires is poor food quality. At the main dining facility food quality issues achieve a less than 50 percent satisfaction level. Lastly, the dinner operating hours do not seem to satisfy the respondents' needs.

Some recommendations to the GAFB base commander are shown below. The recommendations are only that. However, they demonstrate that all of the problems noted are controllable on a near-immediate basis by the commanders and are grounds for action to improve customer satisfaction.

The overall satisfaction level with the facility is above 70%. Generally, the facilities and the employees received fairly positive ratings. However, there is a stronger tendency for personnel to skip breakfast on a duty day than they would on an off-duty day. This is counter to good nutritional habits and could adversely affect personnel's job performance. This is an area that should be addressed and could be improved through command support.

Table 4.4 Strengths and Weaknesses of Main Dining Facility: Main Dining Facility respondents.

FACILITY STRENGTHS AND WEAKNESSES

MAIN DINING FACILITY (MDF) RATINGS

CLEANLINESS: IMPORTANCE 98%

MDF HAS CLEAN SERVING LINE 77% AGREE, 4% DISAGREE*
 MDF HAS CLEAN SEATING AREA 87% AGREE, 6% DISAGREE

FRIENDLINESS: IMPORTANCE 92%

MDF PERSONNEL ARE FRIENDLY 60% AGREE, 12% DISAGREE
 ATMOSPHERE IS WARM AND FRIENDLY 44% AGREE,
 19% DISAGREE

FOOD QUALITY IS MOST IMPORTANT ATTRIBUTE BUT

MDF HAS FRESH FOOD 46% AGREE, 25% DISAGREE
 FOOD IS SERVED AT RIGHT TEMPERATURE 33% AGREE,
 33% DISAGREE

MDF IS EFFICIENT: 60% AGREE, 14% DISAGREE

USU. HAVE TO WAIT IN LINE LONG TIME 27% AGREE,
 35% DISAGREE

OPERATING HOURS ARE SUITED TO CUSTOMERS' NEEDS FOR:

BREAKFAST	75% AGREE, 23% DISAGREE
LUNCH	65% AGREE, 15% DISAGREE
DINNER	49% AGREE, 26% DISAGREE
MIDNIGHT MEAL	30% AGREE, 11% DISAGREE

* Percentages add to 100% if those responding "Neither agree or disagree" are included.

Since McDonald's and Burger King tend to be key breakfast competitors, perhaps the base menu board can recommend foods that might enable customers to have breakfast more often, and more cheaply than off base. This could even be supplied by a nonappropriated fund base facility providing delivery to the work site, for example. Since Ponderosa and Mayflower are key evening competitors, the base could consider the possibility of steak nights, theme or ethnic food nights, and food bar/buffet type meals occasionally.

The simple weighted average cost is \$2.21 per meal to eat at an Air Force dining facility, with simple averages ranging from \$1.00 to \$5.00. The simple weighted average cost is \$4.51 a meal to eat at a competitor, with simple averages ranging from \$2.89 to \$7.15. (Figure 4.4) Considering the airmen at GAFB eat at competitors 30 to 46 percent more often than at an Air Force dining facility, the amount of money possible to save is significant. The commander can publish the results of this study and show how personnel can save more money (and how much) by choosing Air Force dining facilities over the competition.

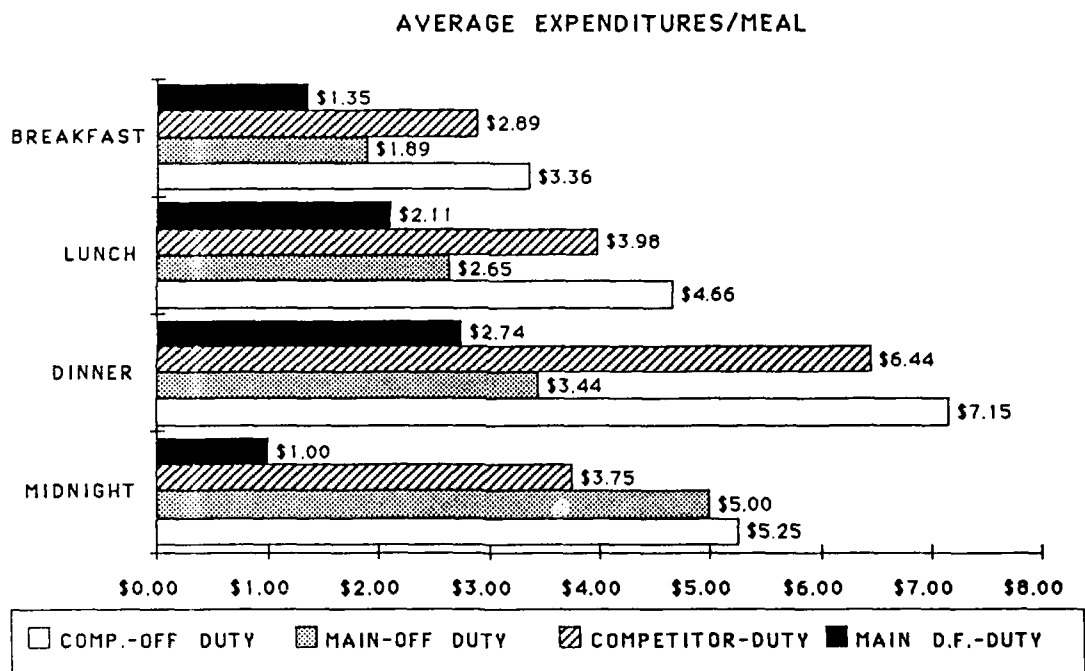


Figure 4.4 Average Expenditures for Main Dining Facility respondents: Main Dining Facility versus competitors.

The dining hall did not rate strongly in food quality (the most important attribute), warmth of the dining atmosphere, or efficiency. A major strength, and an important one to the respondents, is the cleanliness of the facility. That being the case, even though cleanliness remains of paramount importance, more training and supervisory time can be spent on stressing the importance of food presentation and proper cooking and holding techniques.

Also, this base could consider doing a small queuing study to determine how long their customers actually have to wait in line, and, if it's an unreasonable length of time under the circumstances, what to do to improve the situation. This is especially important since the majority of airmen dine there to save time but the reverse seems to be the case. This means they must dine there mainly because of its location and their time constraints. If they become dissatisfied enough with the service and the food quality, more and more airmen are likely to dine elsewhere even more frequently than they do now or will skip more meals if they can't afford to eat elsewhere.

Lastly, the respondents are less than satisfied with dinner dining hours, which was mentioned in the focus groups conducted at the start of this

study and is the reason for this group of questions' inclusion in the survey.

Apparently respondents think the facility closes too early for them to eat at what they consider a normal, adult meal time. Though it could involve contract negotiations or a change in military cooks' shifts, the commanders could consider lengthening dinner hours on a trial basis for a month or so and track whether usage increases, decreases, or remains unchanged. They can then decide if the effect on that extra percentage of customers warrants a permanent operational change.

An overall recommendation to the commanders was to advertise to patrons what is currently happening, what the future plans are and why. It shows a concern for the airmen and shows their input to this survey made a difference. The commanders have been advised to actively solicit customer input and installation of a "hot line" (330-FOOD) was recommended to allow customers to call in suggestions, compliments or problems anonymously to a recording machine.

Another recommendation was to educate patrons, in a fun way, about how the dining facilities operate: how food is handled, what quality of food is specified, how, when and why leftovers are disposed of, and what proper

serving temperatures are and why. It was even recommended the commander consider posting proper temperatures and having thermometers visible to the customers, soliciting their input if they see a "danger zone" temperature registered.

The results of this study are specific to GAFB and are not intended to be applied toward any other base's activities. However, GAFB was a random choice and yet supported the thesis precipitating this study.

Therefore, similar overall findings might be expected at other bases, such as those dealing with important attributes and reasons for dining out, though facility-specific results will differ, just as they did among the three facilities surveyed at GAFB. Administration of the questionnaires and analysis of the results renders the information needed to compile a briefing for the base commander at the next test base similar to Attachment 12 to the Appendix of this paper.

Chapter 5

Conclusions and Recommendations

The methodology tested by this study provides a way to identify major areas affecting customer satisfaction with Air Force dining facilities and a way to measure levels of satisfaction in these areas on a recurring basis. By administering the questionnaires, commanders get current information they can use to better satisfy airmen's wants and needs, resulting in a higher quality of life for their personnel and a higher level of productivity in their dining facilities due to increased patronage.

The instructional handbook allows for further testing of the methodology and the questionnaires, to ensure similar satisfactory information can be gained at any Air Force base worldwide. However, since there was a problem obtaining the extensive demographic information desired for better comparison between respondents and non-respondents, the issue of non-respondent bias should remain a concern for the next one or two test bases. There should be an attempt to ascertain if there is a significant difference in demographic profiles between the respondents and non-respondents. There was not a significant difference between respondents and non-respondents

at GAFB, except that singles were underrepresented by 15 percent in the group responding to the main dining facility questionnaire. This is expected because of the low response from SIK recipients, who are mostly single persons residing in the base dormitories. Although the similarity in profiles does not eliminate the possibility that there exists a difference in attitude between respondents and non-respondents, it is a fairly safe assumption that since their demographic profiles are so similar, their responses would have likely reflected similar views overall. However, this is still an assumption. Since the lack of demographic information was probably due to a lack of instructions, an instruction sheet is now used as a cover sheet for the questionnaires.

If future surveys reveal no difference between respondents and non-respondents or if the reasons behind the differences are predictable, no changes should be made to the methodology. Since the aim of the methodology is to identify trends and patterns of behavior, rather than statistically significant numbers, the Air Force will have to decide whether non-response is an issue they will choose to be concerned with. Generally, the Air Force Personnel Survey Branch acknowledges that non-response bias exists, but

they don't see non-response as a significant shortcoming in their current studies. Much of this is due to the constant, predictable, enumerable demographic characteristics across their personnel base.

Once the study is released for Air Force wide use, Services officers will trust the methodology has been proven valid and reliable. They will assume the initial research will have adequately compensated for any significant biases and will expect results obtained from the survey to be sufficiently dependable and usable to the extent advocated in this report.

Minor changes have been made to the questionnaires based on the field edit and analysis of the frequencies. Some respondents answered the question on whether or not they would prefer BAS to SIK, even though they had been instructed to skip that question if they already received BAS. That question now has an extra reminder to leave it blank if the respondent currently receives BAS. One group of questions which asked how often airmen eat at their quarters or skip a meal proved to be confusing but had no negative effect on the data showing dining out frequency. It was shown to be superfluous and has been omitted. Some choices of important attributes were either not chosen or only picked once or twice. However, they are

merely part of a list and deleting them would in no real way shorten the questionnaire, so they have been left in. A group of questions dealing with the effect of religious beliefs or food allergies to dining behavior proved unnecessary, possibly due to the physical and medical screening process that recruits undergo and possibly due to pressure (internal or external) to conform. These questions have also been omitted. The GAFB questionnaires contained proper names of facilities on that base printed on the questionnaire. The names have been changed to generic equivalents.

The major shortcoming of the study was the low response rate among SIK recipients and lack of a means to identify reasons behind that low response, other than intuition. The result of using advertising ahead of the survey was only a 3 percent overall increase in response rate over that obtained from the pretest. However, that is when the answers are seen as an aggregate. The response for SIK recipients was much lower than the other groups. (Figure 5.1) The overall response rate was 27.8 percent, if the SIK respondents are removed from the analysis. The actual response rates ranged from 23 percent to 38 percent, with the SIK response rate being a low 4 percent from the group answering the main dining facility questionnaire,

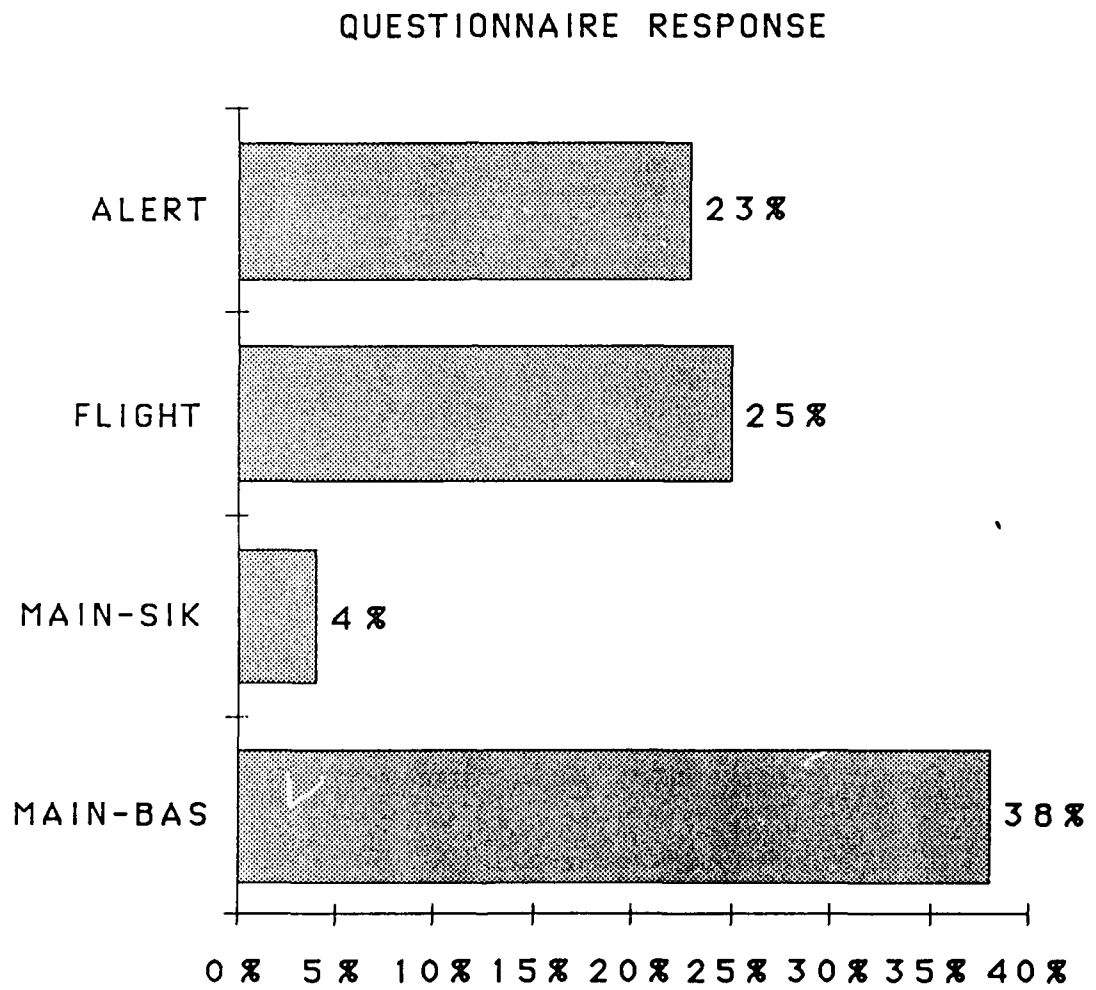


Figure 5.1 Questionnaire response rate for each group sampled.

and 7.6 percent for all SIK recipients answering any of the three questionnaires.

Except for SIK recipients, the response rates are satisfactory and no change is needed in the methodology except to actively pursue additional creative approaches to advertising, targeting this specific group. The best insight into how to coax SIK recipients into responding can probably be obtained from the people who successfully attract this same target market on each base. Likely organizations are the Army and Air Force Exchange Service (AAFES) and the Morale, Welfare, and Recreation (MWR) Office, which operate the clubs and various retail facilities on base. Whatever tactics and form of media that best work on each particular installation should be utilized in addition to the advertising used in the GAFB study to ensure SIK recipients see enough value in the survey to participate in it.

Though this low response rate by SIK recipients does not negate the results obtained from the study or the responses to the main questionnaire, it makes it impossible to make any pertinent conclusions about SIK recipients' opinions based on the low numbers. With a greater response, issues of more interest to SIK recipients and dormitory residents, mostly first-term

airmen, could have been better addressed. Obtaining this added information could aid in retention of personnel and in identifying more ways to increase utilization of the dining facilities. Pushing for a higher response rate by SIK recipients in the future should alleviate this shortcoming.

Another shortcoming, inherent in the tool itself, is the use of a totally objective questionnaire, which loses the richness of response achievable through an open-ended questionnaire. However, the latter remains unwieldy for the Air Force and is not feasible within current guidelines.

It was assumed, at the outset of this study, that responses to certain questions would be similar for both airmen and their civilian counterparts.

Indeed, certain response areas from the GAFB study mirror results of similar consumer behavior surveys administered by the NRA to civilians.

Some of these similarities are quoted below:

No matter what type of restaurant, the quality of the food served is the single most important factor considered when selecting a restaurant to visit. (NRA, p. 20) Convenient location, fast service and convenient parking are other important attributes in choosing a fast food restaurant...Atmosphere, nutritional food and menu variety are other important attributes consumers look for when choosing a family restaurant...Consumers consider atmosphere, menu variety and nutrition to be important attributes when choosing an upscale or atmosphere restaurant. (NRA, p. 12)

The primary reasons for eating at fast food places have to do with convenience and lack of time...Thirty-seven percent said they eat at

fast food restaurants because of lack of time and 13.1 percent said it was convenient...People will not normally go to a fast food restaurant for a special occasion...or when they want a "night out". Many people probably perceive their meals at a fast food restaurant as necessary eating out occasions. Celebrating a special occasion or lack of time are the primary reasons for eating at a family restaurant...Celebrating a special occasion or enjoying a night out are the primary reasons for dining at atmosphere restaurants....On the other hand, convenience factors have little bearing on selecting an atmosphere restaurant. (NRA, p. 13)

If future studies continue to track with NRA consumer behavior responses, the questionnaires could possibly be scaled back to include only those questions which focus on each specific facility and the patrons' satisfaction level with those. The shorter questionnaires might also encourage a higher response rate. However, multiple surveys would have to be administered at various bases worldwide before that would become a recommendation.

The NRA study deals with responses as they refer to fast food, family, and upscale restaurants. The same convenient delineations don't exist from the Air Force Dining Facility study since each dining facility tends to contain both a family and a fast food element. The NRA study defines family restaurants as serving a wide variety of food (a valid description of Air Force dining facilities) and fast food restaurants as ones which serve a very limited

menu. However, the majority of respondents to this survey patronize Air Force dining facilities to save time, the most common reason for choosing fast food facilities. (NRA, p. 28) This implies a need to better define the mission of the Air Force dining facilities both operationally and in the airmen's minds.

There is no need to perform more in-depth demographic analyses except in the case of the non-respondent issue. The main reason is that the Air Force does not use the information to attract the customer who meets a set demographic profile. Instead, Air Force dining facilities have to be "all things to all people", trying to satisfy the wants and needs of a broad spectrum of people, all of whom are authorized diners and all of whom the Services Squadron Commander would like to attract to his/her facilities. Therefore, the most important uses of these data for Air Force Services commanders are identifying what satisfies and dissatisfies their customers, and whether there is something unique to that group that requires different operational tactics. Each base can then address these issues in context and track changes in levels of satisfaction in those areas in which action is taken by the commanders. The commanders can administer portions of the

existing questionnaires as follow-up, by extracting those elements on which action was taken, to measure the effectiveness of those actions.

Another group believed to be of import for this type of study [not used for this study, but important to identify for future ones] is airmen assigned to remote sites. This group would use the same questionnaire administered to alert crews since the same element of both officers and enlisted as captive diners applies, though in a slightly different ratio than alert facility personnel.

These, then, are the conclusions and recommendations based on this study. The overall conclusion is the thesis is valid and the methodology proposed for this study works. It should be retested to confirm: (1) its ability to gain useful insights into customer satisfaction with Air Force dining facilities and (2) its ability to give information useful to commanders to improve their airmen's quality of life and increase productivity at the facility level.

APPENDIX

INSTRUCTIONAL HANDBOOK FOR ADMINISTRATION OF
CONSUMER ATTITUDES AND BEHAVIOR SURVEY:
AIR FORCE APPROPRIATED DINING

JUNE 1990

PURPOSE OF HANDBOOK

This handbook is to explain to you, the Food Service officer or Services Squadron Commander, how to set up and administer the Consumer Attitude and Behavior Survey for your appropriated dining facilities. It gives specific instructions on how to conduct focus groups locally (only to identify names of local competitors to the dining facilities), how to select a sample for your base population, how to administer the questionnaire(s), how to process the responses, how to analyze/evaluate those results, and how to present the results of your analysis in a visual format.

PURPOSE OF THE SURVEY

This survey is designed to help you gain insight into how your customers perceive the quality of your service offering and how they perceive the offerings of your competitors, and why. The goal of administering the questionnaire(s) to your base is threefold:

1. to obtain information to help you make decisions about what, if any, changes you could make in your dining facility to better satisfy your customers,
2. to help make the best use of your facility by identifying how to increase its use by authorized patrons, and
3. to help you keep more money in your patrons' pockets by encouraging them to dine with you more often. Of particular concern in this category are our airmen on SIK since every time they eat elsewhere, they not only forego their meal privilege for that meal, but they have to use their discretionary income to dine as well. This is a Quality of Life issue that needs to be addressed and this survey is one way to help.

The questionnaire(s), when completed, will provide data which tell you how your actual or potential customers perceive their dining experience at your facilities or how they perceive your operations, if they've never eaten there.

This is concrete information that can be presented to superiors for funding and/or command emphasis based on the demonstrated needs, wants, and behavior trends of personnel assigned to your base who dine (or

are authorized to dine) at your facilities. You can further use this information to devise marketing and/or operational initiatives with the aim of coaxing potential customers into patronage. This helps maximize use of your existing facility capacity, in line with Air Force productivity goals.

ADMINISTRATION OF THE QUESTIONNAIRE

Administering the questionnaire(s) is not difficult. However, there are several steps you need to take first to ensure it goes smoothly for you, that you have the correct information from the start, and that you have the support necessary to be successful (i.e., get the results you are seeking for your decision making).

First, brief your commander on what you are attempting to do and get his/her support. It makes all the rest go so much easier when dealing with the various base agencies. Next, get permission from AFESC to run the survey at your base and notify HQAFMPC/DPMYOS (Personnel Survey Branch) of your intent to run the survey and find out what you need to furnish them to obtain approval. Remember, no survey can be administered to base personnel without the approval of HQAFMPC/DPMYOS; they will then give you an Air Force Survey Control Number (AFSCN), which is then typed on your questionnaires, indicating their approval and marking it as an official Air Force Survey until its expiration date. AFESC will send you copies of all questionnaires and the software disks for use by you and your base CBPO (these will be explained later in this handbook).

From here on out, use the checklist (Attachment 1) to walk through the remaining steps. The rest of the handbook is concerned with explaining each step in the checklist and giving you examples from the test run at Griffiss AFB (GAFB) to show how actual numbers appear and are interpreted after administering the questionnaire.

GOING THROUGH THE CHECKLIST (See Atch 1)

1. Contact AFESC and HQAFMPC/DPMYOS. Ask for any updated information they may have obtained since this handbook was written. AFESC will send you a copy of whichever questionnaire(s) you will need for your

base. Basically you'll need to fill in the names of on- and off-base competitors to your dining facilities. Enter the names in the blank spaces on page one of the main and flight line facility questionnaires, and mask or white-out any unused letter choices. You will also need to type on the AFSCN from DPMYOS marking your survey as approved. Other than these minor insertions, the remainder of the questionnaires can be used as they are (see attachments 2 through 4). You have to reproduce the number of copies you will need for your base, determined by the size of your sample.

AFESC has a software disk which goes to your base CBPO/DPMD as an example of how GAFB's CBPO generated the DESIRE product (i.e., the random sample from each group) and what information is required. It was done on WORDSTAR. An example of the product that came to me is at attachment 5. The other thing you may need to provide your CBPO is mailing labels. The data are saved in ASCII format and should be usable in whatever software application packages your CBPO is comfortable with.

2. A cover letter explaining the survey and what you need from each respondent should accompany each questionnaire (see atch 6). It helps if the base commander signs this letter, to let the respondents know their input is important and critical for a valid survey and can lead to significant changes. The date to return the questionnaires, as stated in the cover letter, should be the Monday, 10 days after the Friday you mailed them.

3. Set up two focus groups to determine who the competitors to your dining facilities are. A focus group is a small, diverse group of people, with common interests, brought together at random to focus on one or two issues of concern. You oversee the discussion of the group, keeping the members focused on the issue(s), and encouraging input by all while ensuring no one person dominates the meeting. It helps if the members don't know each other, since this encourages freer discussion. However, if a group already exists at your base, that includes representatives from all groups of interest, that group could be used, provided they meet specially to discuss the focus topic only. The focus groups for determining competitors should meet for no more than 15 to 20 minutes, and meetings of two separate groups should be sufficient to provide the information needed for these surveys.

At GAFB, the participants came from a variety of squadrons and were composed of both enlisted and officers. There were eight to ten people on

each of the two groups. Squadron commanders were directed by the base commander to provide participants and they detailed people to this task. There is no problem using detailed personnel and it's the quickest way to obtain "volunteers".

Your goal is to generate a list of competitors to your dining facilities. Note how often each competitor is named by focus group members or which competitors seem most frequented or most agreed upon. This will help in case you have to reduce the size of your list of competitors to fit on the questionnaire. This list should include food facilities both on and off base, for each meal period. Be sure to include AAFES, MWR and club facilities, where applicable, since they are competitors. NOTE: the list needs to contain ALL the competitors (i.e., for all meals). For example, even though Pizza Hut may not be a breakfast competitor, if it is a lunch or dinner competitor in your locality, it needs to be on the list. A transcript of a portion of the focus groups at GAFB that dealt with competitor identification is at attachment 7. If you are a remote site, you will use the Alert Facility questionnaire. This will basically determine the strengths and weaknesses of your facility and your customers' perceptions of your operations. In this case, you will not need to conduct focus groups (or print changes to the questionnaire) since it is assumed any competition is from MWR and AAFES and is as much for variety of environment as for any other reason.

4. While you're getting the survey material compiled and ready for printing/ mailing, advertise the fact that it's coming and what it's purpose is. This should help you in your response rate. At GAFB, the survey was advertised in the Daily Bulletin, on the base information TV station, and an article was written for the base paper. Samples are in attachment 8.

5. Fill in the front page of the questionnaires, listing competitors and type the USAFSCN obtained from DPMYOS in the upper right hand corner of the same page. NOTE: You can have no more than 21 choices (some of which are already preprinted) since the computer-scanned answer sheet, AF Form 1200, only has answer choices "a." through "u." Fill in these blanks with the most likely competitors if more than 21 choices come from your focus groups and from your own knowledge of the base.

6. You need to select the appropriate groups for your base. The groups identified for the study at GAFB were:

a. Enlisted and officers assigned to the flight line (and assumed dining at the flight line facility). Though the majority of the respondents at GAFB actually eat at the main dining facility, the questionnaire pointed up some significant strengths and weaknesses of the flight line facility.

b. Enlisted and officers assigned to alert status (and assumed dining at Tanker or Bomber Alert dining facilities).

c. The remaining enlisted at large on SIK.

d. The remaining enlisted at large on BAS.

NOTE: This survey does not address missile silo feeding or foil pack feeding, since these are not always local products or under the control of the individual bases.

7. Request a DESIRE output from CBPO/DPMD that simply tells you how many people fall into each group identified in step 6. (Atch 9)

8. Call HQAFMPC/DPMYOS for the number of people to sample from each group, given the number resulting from the DESIRE run in step 7. You could ask if they can send you enough questionnaire answer sheets (AF Form 1200) to accommodate this total number, or just order them from your base PDO. (Get them directly from DPMYOS at Randolph AFB if possible since PDO won't have you on requirement for these forms and may not have enough to fill your request.)

9. Have your CBPO run another DESIRE output. This time, you want them to generate names (and their organizational addresses) randomly selected from each group, in the numbers given you in Step 7 from DPMYOS. Ask for these names and addresses to be printed on self-adhesive mailing labels. At GAFB, the groups were sampled in the order listed in Step 6 above, and any name that fell into one category was excluded from any other sampling selection. For further clarification, see attachment 10 for a sample of the DESIRE request submitted to GAFB's CBPO.

10. Reproduce the number of questionnaires required to test each group's sample. Print the questionnaires head to head (with the instruction sheet included as the cover sheet). This cuts the thickness of the questionnaire in half, which not only makes it feel shorter to the respondent, but also conserves paper. Reproduce cover letters signed by the base commander to match total number of questionnaires being sent out.

11. Prepare the mailings. Each envelope (9 x 6) needs a name/address label on the outside. On the inside, place the cover letter, the questionnaire appropriate for the group of which this person is a member, an answer sheet (AF Form 1200), and a business size self-addressed envelope (to be returned to you at your organizational address). The reason for using only organizational addresses is to avoid excess mailing costs.

12. Mail questionnaires through Base Distribution on Friday morning (or Thursday afternoon, if you have no morning distribution at your installation).

13. Responses may arrive late because of distribution. Make sure you wait a few days after the return date to maximize the number of answer sheets before sending them out for scanning.

As responses come in, check over answer sheets to ensure they are filled out correctly (e.g., filled in with pencil, circles filled in completely, all erasures and stray marks well-erased). Correct any of these errors, if possible; i.e., erase stray marks or notes written on the answer sheet, completely fill in circles they've marked with a No. 2 pencil if they've failed to do so. Pull out any answer sheets that can't be fixed; they're not scannable and should be discarded.

Some answers may be left blank. Respondents who do not eat at the particular facility covered by that questionnaire will skip most questions referencing it.

14. Having pulled out the "unusables", either contract out to have the answer sheets scanned or hand tabulate (not too unwieldy because of the relatively small samples and subsequent responses). AFESC has the software (a 5 1/4" floppy ASCII file) which contains frequency distributions based on responses from GAFB which can be used as a guideline for tabulating your own responses. (See attachment 11 for an example of the GAFB results, and an explanation of each entry.) A similar kind of product may be available from your base's computer support personnel (usually attached to a telecommunication squadron).

15. Analyze the responses to your questionnaires and report your analysis to your commander. Attachment 12 shows key results from the GAFB survey that were analyzed and presented to the base commander. There is a "Comments" section at the end of each questionnaire. Although any com-

ments made are not analyzed, it allows you to get input from people who might not normally fill out comment cards at your facilities. Few people commented on the GAFB questionnaires, but useful base-specific information comes from even these few, helpful to Services Squadron Commander, and requiring no response, since the input is anonymous.

HINTS FOR ANALYZING DATA

After digesting the frequency runs from the base computer facility (from Step 14 above), pick out the key items of interest, based on the responses you receive. Divide these into action areas, short and long term response areas might be helpful or categories such as Personnel, Food, Facility.

UNDERSTANDING THE QUESTIONNAIRE

The general format of the main questionnaire follows. The questions address particular areas of concern or themes which can be used to identify areas of satisfaction or dissatisfaction in which a commander can take action to strengthen or improve these perceptions. The majority of questions are asked twice. The first set deals with behavior and perceptions on a normal duty day and the second set deals with off-duty behavior and perceptions.

The first area of concern is dining patterns. In this area the questions seek to determine who the major competitors are (Questions 1-8) and how often airmen choose a competitor instead of an Air Force dining facility when they dine away from their quarters (Questions 11-22) and what, if any, poor nutritional habits show up in these patterns.

The next item to be able to determine is the cost to airmen of eating away from their quarters (Questions 9 and 10 and 26-41). The next theme covered is relative importance of particular attributes in selecting a place to dine when eating out and how well a particular Air Force dining facility satisfies these attributes (Questions 42-89).

Another item of interest is why people eat out instead of at their quarters (Questions 90-105). A final area of concern is the importance of certain facility and personnel issues and then how well a specific Air Force dining facility satisfies these and other facility specific customer services

(Questions 106-124). The remaining questions are demographic in nature and are to help gain insight into possible reasons behind answers to the above questions.

ANALYSIS OF SURVEY (GAFB): MAIN DINING FACILITY

Percentages were used to compare answers among the various sample groups to compare relative satisfaction levels and importance of each characteristic. Results from the GAFB survey were aggregated into the main themes affecting customer satisfaction addressed by the survey. The results show levels of satisfaction with aspects of Air Force dining that can be identified and which are under the control of local commanders. Significant findings from analysis of the main dining facility questionnaire administered at GAFB is discussed below. The results of the analysis of the other two questionnaires and the script accompanying these results for the presentation to the base commander at GAFB is Attachment 12.

Certain dining patterns were identified. The respondents to the main dining facility questionnaire eat 60 percent of the meals that they eat away from their quarters at a competitor's facility. The major competitors to the main dining facility are AAFES facilities on base, and McDonald's, the Mayflower (a Chinese restaurant) and Ponderosa Steak House. Respondents also show a propensity to skip breakfast more often on a duty than on an off-duty day; on a duty day 31 percent skip breakfast whereas on a day off, only 28 percent say they skip this meal. Though this is a small difference (3 percent), it could become a problem; the gap for flight line respondents is 12 percent.

To dine at a competitor instead of the main dining facility at GAFB costs the average airman over 100 percent more per meal. If an airman eats at the main dining facility, the cost is covered by SIK for those receiving this benefit. If an airman being paid BAS (approximately \$6.80 per day) eats at the dining facility, the food allowance covers the expense. However, if a competitor is chosen, it costs a BAS recipient two times as much to eat out, causing a use of disposable income in addition to the food allowance to cover costs. If SIK recipients choose a competitor, the expense is even greater, since they

have no allowance to offset the expense and they also forego the meal privilege at the dining facility for that meal.

The most important attributes in selecting a place to dine when eating out are food quality (two to one over any other attribute), price and nutrition. The overall satisfaction level with the main dining facility in satisfying these and other important attributes is 74 percent on a duty day and 79 percent off duty. Though the satisfaction level is decent, most Air Force facilities try for an 85 percent acceptability by patrons in areas of interest, so an improvement is needed. The results from the facility specific questions give some insight into where problems lie and where improvements can be made.

The next area is a comparison between why respondents eat out rather than at their quarters for each meal and why they eat at the main dining facility for each meal. The results show that the main reason for eating out is for the enjoyment of it, but that the main reason for eating at the dining facility is to save time or for convenience. This identifies the facility as placed among fast food places in the customers' minds, when in fact its menu and atmosphere is more representative of an atmosphere cafeteria or a family restaurant.

The last issue is facility strengths and weaknesses. The results show that cleanliness is important to 98 percent of the respondents and that they rate the main dining facility fairly high in that area. They don't rate the facility as particularly efficient and may have to wait in line a long time, depending on the meal period. Friendliness of personnel is important to 92 percent of the respondents yet the main dining facility did not rate well in this area either. A problem common to all three facilities in the eyes of the airmen responding to these questionnaires is poor food quality. At the main dining facility it achieves a less than 50 percent satisfaction level. Lastly, the dinner operating hours do not seem to satisfy the respondents' needs.

Logical Grouping of Data to Analyze Main Dining Facility Responses

Load raw data into spreadsheet or data base.

Questions 1-8: Print out top five responses.

Q. 9: Those who answer "a" are SIK; if they are of significant concern to you or have a low response rate, you may want to print their questionnaire

responses separately to ascertain matters of particular interest to them.
 Look at Q. 11-14 alongside Q. 22-25 and Q. 30-33 (Dining Facility)
 Look at Q. 15-18 alongside Q. 26-29 and Q. 34-37 (Competitor)
 Use Q. 19 and 20 to measure if your facility exceeds customer expectations
 and by how much. Group percentages as follows:

A & B = Low expectations/Poor experience

C = Moderate

D & E = High expectations/Good experience

NOTE: for Q 20, divide each grouped percentage (High, Mod, or Low) by the total percentage of those responding to "A" through "E" for actual satisfaction rate. The reason for this is some will respond "F. Never ate at that facility." (equalling 100%) but they should not be included in the computation of degree of satisfaction with your facility.

For the following questions, have
 the top two responses listed:

- Q. 38-40. Print in tandem with: Q. 41-43. [NOTE: Group:
 Q. 44-46. Print in tandem with: Q. 47-49. A & B = dissatisfied
 Q. 50-52. Print in tandem with: Q. 53-55. C thru E = satisfied
 Q. 56-58. Print in tandem with: Q. 59-61. Divide each group by
 sum of A thru E for percentage]

Do the same as above for:

- Q. 62-64 in tandem with: Q. 65-67.
 Q. 68-70 in tandem with: Q. 71-73.
 Q. 74-76 in tandem with: Q. 77-79.
 Q. 80-82 in tandem with: Q. 83-85.

For the following questions have
 the top two responses listed:

- Q. 86-89. Print in tandem with: Q. 90-93.
 Q. 94-97. Print in tandem with: Q. 98-101.

For Q. 102-120, Group A-C for disagree percentage and group E-G for agree percentage. Check against questionnaire to determine whether agree is good or bad due to positive/negative nature of the questions.

For Q. 121-126, Group A & B for awareness percentage.

For Q. 127-132, List A, B, C, D responses separately, to check effectiveness of advertisements and merchandising.

For Q. 133-138, Group B & C for moderate interest. List D for extreme interest. Q. 139-146 and demographic section on the answer sheet gives you general information about the respondents and may help you determine how best to react to their input, based on what you know about behaviors, likes and dislikes among those groups.

Logical Grouping of Data to Analyze Flight Line Facility Responses

Perform exactly the same procedures as for the Main Dining Facility Responses up to and including Question 101.

For Q. 102-118, Group A-C for disagree percentage and group E-G for agree percentage. Check against questionnaire to determine whether agree is good or bad due to positive/negative nature of the questions.

For Q. 119-121, Group A & B for awareness percentage.

For Q. 122-124, List A, B, C, D responses separately, to check effectiveness of advertisements and merchandising.

For Q. 125-127, Group B & C for moderate interest. List D for extreme interest. Q. 128-135 and demographic section on the answer sheet gives you general information about the respondents and may help you determine how best to react to their input, based on what you know about behaviors, likes and dislikes among those age groups, marital profiles, ranks, etc.

Logical Grouping of Data to Analyze Alert Facility Responses

The process is nearly identical as that for the other two facilities, but the numbering is different, due to the fact there is no section in this questionnaire that deals with identifying competitors.

Load raw data into spreadsheet or data base.

Question 1: Those who answer "a" are SIK; if they are of significant concern to you or have a low response rate, you may want to print their questionnaire responses separately to ascertain matters of particular interest to them.

Look at Q. 3-6 alongside Q. 14-17 and Q. 22-25 (Dining Facility)

Look at Q. 7-10 alongside Q. 18-21 and Q. 26-29 (Competitor)

Use Q. 11 and 12 to measure if your facility exceeds customer expectations and by how much. Group percentages as follows:

A & B = Low expectations/Poor experience

C = Moderate

D & E = High expectations/Good experience

NOTE: for Q 12, divide each grouped percentage (High, Mod, or Low) by the total percentage of those responding to "A" through "E" for actual satisfaction rate. The reason for this is some will respond "F. Never ate at that facility." (equalling 100%) but they should not be included in the computation of degree of satisfaction with your facility.

For the following questions, have the top two responses listed:

- Q. 30-32. Print in tandem with: Q. 33-35. [NOTE: Group:
 Q. 36-38. Print in tandem with: Q. 39-41. A & B = dissatisfied
 Q. 42-44. Print in tandem with: Q. 45-47. C thru E = satisfied
 Q. 48-50. Print in tandem with: Q. 51-53. Divide each group by
 sum of A thru E for
 percentage]

Do the same as above for:

- Q. 54-56 in tandem with: Q. 57-59.
 Q. 60-62 in tandem with: Q. 63-65.
 Q. 66-68 in tandem with: Q. 69-71.
 Q. 72-74 in tandem with: Q. 75-77.

For the following questions have the top two responses listed:

- Q. 78-81. Print in tandem with: Q. 82-85.

For Q. 86-92, Group A & B for awareness percentage.

For Q. 93-99, List A, B, C, D responses separately, to check effectiveness of advertisements and merchandising.

For Q. 100-106, Group B & C for moderate interest. List D for extreme interest.

For Q. 107-125, Group A-C for disagree percentage and group E-G for agree percentage. Check against questionnaire to determine whether agree is good or bad due to positive/negative nature of the questions.

Q. 126-133 and demographic section on the answer sheet gives you general information about the respondents and may help you determine how best to react to their input, based on what you know about behaviors, likes and dislikes among those age groups, marital profiles, ranks, etc.

Attachment 1

CUSTOMER ATTITUDE AND BEHAVIOR SURVEY CHECKLIST (AND
TIMETABLE*)

1. Get permission and information from AFESC/DEHF and HQAFMPC/DPMYOS. (3 weeks from the time you get permission from AFESC, submit questionnaires to DPMYOS for approval and secure approval)
2. Brief Base Commander; have him/her sign cover letter. (1 week)
3. Set up/conduct focus groups. (2 weeks)
4. Advertise the survey on the base. (3 weeks)
5. Print questionnaires using input from focus groups. (1 week)
6. Identify separate groups that exist on your base for testing. (1 day)
7. Have CBPO determine number of individuals in each group identified. (3 days)
8. Ask DPMYOS for size of sample from each group and request that number of AF Forms 1200 from them or your PDO. (3 weeks)
9. Have CBPO do random sample and print names on mailing labels. (1 week)
10. Copy needed number of questionnaires for each sample and a copy of Base Commander's cover letter to accompany each questionnaire. (1 week)
11. Prepare mailings. (1 week)
12. Mail questionnaires on a Friday through Base Distribution. Remember to have the correct Monday date in the cover letter for returning the questionnaire and answer sheet to you. (1 day)
13. Scan returns and pull out "unusables". (2 days)
14. Have "normal" returns scanned or hand tabulate to determine frequency distributions. (1 week)
15. Analyze results and compile for presentation to Base Commander. (4 weeks)

NOTE: Times listed are maximum expected times. It may take individual bases less time. Many of these activities can be performed concurrently, significantly reducing overall time. The times are listed as though discreet and represent the time elapsed from initiation to completion of each activity.

This timetable is still tentative since it is based on the primary researcher's experience with the survey, which included support by many

outside agencies (the researcher was not assigned to any base at the time this research was accomplished). When the survey is administered at another base, the timetable will be able to reflect base-level timeframes more accurately.

Attachment 2

FOREWARD

Through this questionnaire you can help improve your dining experience in Air Force appropriated fund facilities and work toward saving money in meal expenditures. The information collected through this questionnaire will be used by the Services Squadron Commander and the Base Commander toward improving this aspect of your Air Force life. This is your chance to express your opinions.

GENERAL INSTRUCTIONS

Select only one answer to each question. Make any additional comments in the comments section at the end of this survey.

Mark your answers on the answer sheet. It is not necessary to write on the survey itself, but it is permitted. Please use a No. 2 pencil.

Be sure to mark your answers carefully so that you enter them opposite the same answer sheet number as survey question number. Be sure that your answer marks are heavy and that you blacken the oval-shaped space. Erase all changes completely and carefully so as not to tear the answer sheet.

Right way to Mark Answer Sheet



Wrong ways to Mark Answer Sheet



Since this survey is strictly anonymous, please do not write your name or your SSAN on either your answer sheet or questionnaire.

Do not staple or otherwise damage the answer sheet as the electronic scanner will not read the form, and your input will be lost.

PLEASE LOOK AT THE NUMERIC GRID
ON YOUR ANSWER SHEET AND FOLLOW
THE INSTRUCTIONS ON THE NEXT PAGE

DEMOGRAPHICS

Using the numeric grid at the top right of your answer sheet, write the following data in the blocks provided.

GRADE: please indicate your current pay grade.

SEX: self-explanatory.

RACE: A = Asian
B = Black
C = Caucasian
D = Hispanic
E = Native American
F = Other

TAFMS (Total Active Federal Military Service): please enter in number of full years the total of all military service you have completed, whether in the Air Force or another service, combined enlisted and commissioned time.

MAJCOM: leave blank.

YOB (Year of Birth): please enter the last two numbers of your birth year.

MISCELLANEOUS: leave blank.

Thank you. You may now continue to Question 1.

**BASE DINING FACILITY
FOOD SERVICE CUSTOMER SURVEY**

THANKS FOR YOUR HELP.

The first part of this questionnaire deals with identifying major competitors to the main dining facility at this Base. The term "competitor" means any eating establishment which you would consider eating in if you did not eat at an Air Force dining facility for that particular meal period. Some examples are fast food restaurants, coffee houses, and family style restaurants. The term family style refers to moderately priced restaurants that have a rather wide menu selection where customers are usually served by wait staff at tables.

Here is a list of dining establishments commonly patronized on and around the base. For a normal DUTY day, please list the letter of the establishment you prefer to eat at for each meal period, or list t. or u. if you don't eat that meal out.

A.			
B.			
C.	I.		DUTY
D.	M.	BREAKFAST	1. ___
E.	N.	LUNCH	2. ___
F.	O.	DINNER	3. ___
G.	P.	MIDNIGHT MEAL	4. ___
H.	Q.		
I.	R.		
J.	S.	MAIN DINING FACILITY	
K.	T.	I don't eat this meal out	
	U.	I skip this meal	

Here is a list of dining establishments commonly patronized on and around the base. For a normal OFF DUTY day, please list the letter of the establishment you prefer to eat at for each meal period, or list t. or u. if you don't eat that meal out.

A.			
B.			
C.	I.		OFF-DUTY
D.	M.	BREAKFAST	5. ___
E.	N.	LUNCH	6. ___
F.	O.	DINNER	7. ___
G.	P.	MIDNIGHT MEAL	8. ___
H.	Q.		
I.	R.		
J.	S.	MAIN DINING FACILITY	
K.	T.	I don't eat this meal out	
	U.	I skip this meal	

9. What kind of food allowance do you receive from the Air Force?

- A. SIK (Meal Card) E. BAS (Separate Ration Allowance)
(Go to question 11)

10. "Even though I have no kitchen in my room, and I could only eat one meal a day in a base dining facility, I would rather receive BAS (about \$6.00/day) instead of free meals (SIK)." (Do not answer if you currently receive BAS)

- A. Strongly Disagree E. Slightly Agree
B. Disagree F. Agree
C. Slightly Disagree G. Strongly Agree
D. Neither Agree nor Disagree

Please enter the typical number of times per week you eat each meal at the following locations.

- A. 0 times B. 1 time C. 2 times D. 3 times E. 4 times F. 5 times G. 6 times H. 7 times

MAIN DINING FACILITY

COMPETITOR

BREAKFAST 11. ___
LUNCH 12. ___
DINNER 13. ___
MIDNIGHT MEAL 14. ___

15. ___
16. ___
17. ___
18. ___

19. Overall my expectations for a dining experience at the main dining facility are:

- A. Extremely Low B. Rather Low C. Moderate D. Rather High E. Extremely High

20. Overall my experience in dining at the main dining facility has been:

- A. Extremely Bad B. Rather Poor C. Moderate D. Rather Good E. Extremely Good F. I've never eaten at the base's dining facility

Have you ever eaten at the main dining facility?
 21. A. Yes B. No (If you answered no to this question, answer only the questions below in the COMPETITOR column and leave the dining facility question numbers (Q22-25 & 30-33) on the answer sheet blank)

On an average DUTY DAY, how much do you spend to feed YOURSELF for each meal period you eat out? Please use the following scale to answer this question (please include sales tax and tip in your estimate of what you spend at facilities that you pay tax and tip. Exclude any cost for alcohol beverages in your estimate).

- | | | |
|--|-------------------|--------------------|
| A. I don't eat this meal out/I eat at my quarters. | E. \$2.01-4.00 | I. \$10.01-\$12.00 |
| B. I skip this meal. | F. \$4.01-6.00 | J. \$12.01-\$14.00 |
| C. Receive SIK | G. \$6.01-8.00 | K. \$14.01-\$16.00 |
| D. Less than \$2.01 | H. \$8.01-\$10.00 | L. Over \$16.00 |

	<u>DUTY DAY</u>	
	<u>MAIN DINING FACILITY</u>	<u>COMPETITOR</u>
BREAKFAST	22. ___	26. ___
LUNCH	23. ___	27. ___
DINNER	24. ___	28. ___
MIDNIGHT MEAL	25. ___	29. ___

On an average OFF DUTY DAY, how much do you spend to feed YOURSELF for each meal period you eat out? Please use the following scale to answer this question (please include sales tax and tip in your estimate of what you spend at facilities that you pay tax and tip. Exclude any cost for alcohol beverages in your estimate).

- | | | |
|--|-------------------|--------------------|
| A. I don't eat this meal out/I eat at my quarters. | E. \$2.01-4.00 | I. \$10.01-\$12.00 |
| B. I skip this meal. | F. \$4.01-6.00 | J. \$12.01-\$14.00 |
| C. Receive SIK | G. \$6.01-8.00 | K. \$14.01-\$16.00 |
| D. Less than \$2.01 | H. \$8.01-\$10.00 | L. Over \$16.00 |

	<u>OFF DUTY DAY</u>	
	<u>MAIN DINING FACILITY</u>	<u>COMPETITOR</u>
BREAKFAST	30. ___	34. ___
LUNCH	31. ___	35. ___
DINNER	32. ___	36. ___
MIDNIGHT MEAL	33. ___	37. ___

Below are a number of characteristics commonly considered important in choosing to dine at one place or another. Please rank (in order of importance) the three characteristics that most influence your decision to choose to eat at either an Air Force dining facility or any restaurant you consider to be its competitor for that meal on a DUTY DAY. Next to each, please rank how well your base's main dining facility currently satisfies your expectations for each characteristic. You are not restricted to those competitors already mentioned.

If you've never eaten at your base's main dining facility, just rank the characteristics and leave the dining facility questions blank.

BREAKFAST (DUTY DAY)

	Characteristic	How well the main dining facility satisfies
Most Important	38. ___	41. ___
Second	39. ___	42. ___
Third	40. ___	43. ___

LUNCH (DUTY DAY)

	Characteristic	How well the main dining facility satisfies
Most Important	44. ___	47. ___
Second	45. ___	48. ___
Third	46. ___	49. ___

DINNER (DUTY DAY)

	Characteristic	How well the main dining facility satisfies
Most Important	50. ___	53. ___
Second	51. ___	54. ___
Third	52. ___	55. ___

MIDNIGHT (DUTY DAY) MEAL

	Characteristic	How well the main dining facility satisfies
Most Important	56. ___	59. ___
Second	57. ___	60. ___
Third	58. ___	61. ___

Please use the following letters to rank each characteristic:

- | | |
|---|--|
| A. NUTRITION OF MEALS | I. SPEED OF SERVICE |
| B. COURTESY/FRIENDLINESS OF SERVICE PERSONNEL | J. MENU VARIETY |
| C. CLEANLINESS | K. CHOICE OF PORTION SIZES |
| D. CLOSENESS TO LIVING QUARTERS | L. AVAILABILITY OF NON-SMOKING AREAS |
| E. CLOSENESS TO JOB | M. CHANCE TO MEET MEMBERS OF OPPOSITE SEX |
| F. COMFORTABLE DINING ATMOSPHERE | N. COURTESY/ATTENTIVENESS OF MANAGEMENT |
| G. FOOD QUALITY/PREPARATION | O. AVAILABILITY OF FOOD-TO-GO |
| H. PRICE | P. I DON'T EAT THIS MEAL OUT/I SKIP THIS MEAL. |

Please use these letters to rate how well the base's main dining facility satisfies your expectations for this characteristic.

- | | | | | |
|------------|---------------|-----------------|-------------|----------------|
| A. | B. | C. | D. | E. |
| Not at all | Not very well | Moderately well | Fairly well | Extremely well |

Below are a number of characteristics commonly considered important in choosing to dine at one place or another. Please rank (in order of importance) the three characteristics that most influence your decision to choose to eat at either an Air Force dining facility or any restaurant you consider to be its competitor for that meal on an OFF DUTY DAY. Next to each, please rank how well your base's main dining facility currently satisfies your expectations for each characteristic. You are not restricted to those competitors already mentioned.

If you've never eaten at your base's main dining facility, just rank the characteristics and leave the dining facility questions blank.

BREAKFAST (OFF DUTY DAY)

	Characteristic	How well the main dining facility satisfies
Most Important	62. ___	65. ___
Second	63. ___	66. ___
Third	64. ___	67. ___

LUNCH (OFF DUTY DAY)

	Characteristic	How well the main dining facility satisfies
Most Important	68. ___	71. ___
Second	69. ___	72. ___
Third	70. ___	73. ___

DINNER (OFF DUTY DAY)

	Characteristic	How well the main dining facility satisfies
Most Important	74. ___	77. ___
Second	75. ___	78. ___
Third	76. ___	79. ___

MIDNIGHT (OFF DUTY DAY) MEAL

	Characteristic	How well the main dining facility satisfies
Most Important	80. ___	83. ___
Second	81. ___	84. ___
Third	82. ___	85. ___

Please use the following letters to rank each characteristic:

- | | |
|---|---|
| A. NUTRITION OF MEALS | I. SPEED OF SERVICE |
| B. COURTESY/FRIENDLINESS OF SERVICE PERSONNEL | J. MENU VARIETY |
| C. CLEANLINESS | K. CHOICE OF PORTION SIZES |
| D. CLOSENESS TO LIVING QUARTERS | L. AVAILABILITY OF NON-SMOKING AREAS |
| E. CLOSENESS TO JOB | M. CHANCE TO MEET MEMBERS OF OPPOSITE SEX |
| F. COMFORTABLE DINING ATMOSPHERE | N. COURTESY/ATTENTIVENESS OF MANAGEMENT |
| G. FOOD QUALITY/PREPARATION | O. AVAILABILITY OF FOOD-TO-GO |
| H. PRICE | P. I DON'T EAT THIS MEAL OUT/I SKIP THIS MEAL |

Please use these letters to rate how well the base's main dining facility satisfies your expectations for this characteristic.

- | | | | | |
|------------|---------------|-----------------|-------------|----------------|
| A. | B. | C. | D. | E. |
| Not at all | Not very well | Moderately well | Fairly well | Extremely well |

The following are a number of reasons people eat out rather than at their quarters

- A. TO SAVE TIME
- B. ON SIK (OR MEAL CARD)
- C. CONVENIENT LOCATION
- D. CELEBRATE A SPECIAL EVENT
- E. LIKE TO EAT OUT/ENJOY GOING OUT
- F. BUSINESS MEETING/WORK RELATED
- G. SHOPPING
- H. TRAVELLING
- I. HAVE A TASTE FOR SOMETHING SPECIAL/ SOMETHING THEY CAN'T MAKE THEMSELVES
- J. FOOD IS BETTER THAN AT THEIR QUARTERS
- K. SOCIAL GATHERING/FOOD LOCATED NEAR/AT THE EVENT
- L. I don't eat this meal out/I skip this meal.

If you've never eaten at the main dining facility, please do not answer those questions below pertaining to it.

Please select the one factor from the above list which most influences your decision to eat out for the following meal periods on a DUTY DAY, and next to it list the one that most influences you to eat at the main dining facility for that meal period.

<u>DUTY DAY</u>		
	<u>why</u> <u>eat out</u>	<u>why the main</u> <u>dining facility</u>
BREAKFAST	86. ___	90. ___
LUNCH	87. ___	91. ___
DINNER	88. ___	92. ___
MIDNIGHT MEAL	89. ___	93. ___

The following are a number of reasons people eat out rather than at their quarters

- A. TO SAVE TIME
- B. ON SIK (OR MEAL CARD)
- C. CONVENIENT LOCATION
- D. CELEBRATE A SPECIAL EVENT
- E. LIKE TO EAT OUT/ENJOY GOING OUT
- F. BUSINESS MEETING/WORK RELATED
- G. SHOPPING
- H. TRAVELLING
- I. HAVE A TASTE FOR SOMETHING SPECIAL/ SOMETHING THEY CAN'T MAKE THEMSELVES
- J. FOOD IS BETTER THAN AT THEIR QUARTERS
- K. SOCIAL GATHERING/FOOD LOCATED NEAR/AT THE EVENT
- L. I don't eat this meal out/I skip this meal.

If you've never eaten at the main dining facility, please do not answer those questions below pertaining to it.

Please select the one factor from the above list which most influences your decision to eat out for the following meal periods on an OFF DUTY DAY, and next to it list the one that most influences you to eat at the main dining facility for that meal period.

<u>OFF DUTY DAY</u>		
	<u>why</u> <u>eat out</u>	<u>why the main</u> <u>dining facility</u>
BREAKFAST	94. ___	98. ___
LUNCH	95. ___	99. ___
DINNER	96. ___	100. ___
MIDNIGHT MEAL	97. ___	101. ___

There are a number of factors in any dining facility which make customers feel more or less comfortable in that place. In answering these questions, please respond with the letter that is closest to the way you feel about this factor.

If you've never eaten at the main dining facility, please skip questions 106- 120.

	A. Strongly Disagree	B. Disagree	C. Slightly Disagree	D. Neither Agree nor Disagree	E. Slightly Agree	F. Agree	G. Strongly Agree
102. Self-serve stations are very important.	A	B	C	D	E	F	G
103. Friendly service personnel are very important.	A	B	C	D	E	F	G
104. Clean facilities are very important.	A	B	C	D	E	F	G
105. I don't care if the service is fast if the food is good.	A	B	C	D	E	F	G
106. The dining facility service personnel are not very friendly.	A	B	C	D	E	F	G
107. The dining facility self-serve stations are easy to locate.	A	B	C	D	E	F	G
108. The dining facility self-serve stations are hard to use.	A	B	C	D	E	F	G
109. The dining facility seating area is very clean.	A	B	C	D	E	F	G
110. The dining facility seating area is very roomy.	A	B	C	D	E	F	G
111. The dining facility service is very efficient.	A	B	C	D	E	F	G
112. I usually have to wait in line a long time at the dining facility.	A	B	C	D	E	F	G
113. The dining facility food is always fresh.	A	B	C	D	E	F	G
114. The dining facility food is always at the right temperature.	A	B	C	D	E	F	G
115. The dining facility serving line is never clean.	A	B	C	D	E	F	G
116. The atmosphere at the dining facility is warm and personal.	A	B	C	D	E	F	G
Overall, the dining facility's hours of operation are suited to my needs for:							
117. BREAKFAST	A	B	C	D	E	F	G
118. LUNCH	A	B	C	D	E	F	G
119. DINNER	A	B	C	D	E	F	G
120. MIDNIGHT MEAL.	A	B	C	D	E	F	G

Air Force dining facilities offer several menu options. These questions concern your awareness of some menu options, how you became aware of them, and how important they are to you in choosing to eat here.

Please answer using the following categories:

CATEGORY 1: AWARENESS

- A. I fully understand this option
- B. I am aware of this option
- C. I know nothing about this option (Skip to category 3)

CATEGORY 2: HOW LEARNED

- A. Always knew
- B. Advertising (DB, signs)
- C. Saw it while passing
- D. Word-of-mouth
- E. Other

CATEGORY 3: INTEREST TO ME

- A. Not at all interested
- B. Somewhat interested
- C. Fairly interested
- D. Extremely interested

<u>MENU OPTIONS</u>	<u>AWARENESS</u>	<u>HOW LEARNED</u>	<u>INTEREST</u>
HEALTHY HEART	121. _____	127. _____	133. _____
SALAD BAR	122. _____	128. _____	134. _____
POTATO BAR	123. _____	129. _____	135. _____
DESSERT BAR	124. _____	130. _____	136. _____
SUNDAE BAR	125. _____	131. _____	137. _____
CARRY OUT	126. _____	132. _____	138. _____

This is the last group of questions. It supplies data that helps categorize the different groups of respondents.

139. Do you live in a base dormitory?
 A. Yes B. No
140. I usually eat...
 A. At the main dining facility B. At an alert facility C. At Flight Line Facility D. At somewhere other than an Air Force Dining Facility
141. Please indicate which best reflects your current marital status.
 A. Single B. Married/no children C. Married with children
142. Please indicate the size of your household.
 A. 1 B. 2 C. 3 D. 4 E. 5 or more
143. Please indicate the age of your youngest child.
 A. No children B. Under 1 C. 1-4 D. 5-8 E. 9-12 F. 13-17 G. 18 or over
144. Please indicate the number of full-time wage earners in your household.
 A. 1 B. 2 C. 3 or more
145. Please indicate the amount of time you've been assigned to this installation.
 A. less than 1 yr. B. 1-3 yrs. C. more than 3 but less than 5 yrs. D. over 5 yrs.
146. Please indicate which assignment this is for you (do not count Basic Training or Tech Schools).
 A. my 1st B. my 2nd C. my 3rd D. my 4th E. 5th or more

THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY. Results will be published and/or posted for your information. Your input is invaluable in making your dining facilities the best they can be, with your interests in mind.

Feel free to make any comments you feel are pertinent to the study on the back of this form, not on the answer sheet. They will be typed and given to the base Services Squadron Commander and the Food Service Officer for action. Please return both the answer sheet and the questionnaire in the enclosed envelope. **Thank you again.**

Attachment 3

FLIGHT LINE FACILITY
FOOD SERVICE CUSTOMER SURVEY

THANKS FOR YOUR HELP.

The first part of this questionnaire deals with identifying major competitors to dining facilities at this base. The term "competitor" means any eating establishment which you would consider eating in if you did not eat at an Air Force Flight Line Facility for that particular meal period. Some examples are fast food restaurants, coffee houses, and family style restaurants. The term family style refers to moderately priced restaurants that have a rather wide menu selection where customers are usually served by wait staff at tables.

Here is a list of dining establishments commonly patronized on and around the base. For a normal DUTY day, please list the letter of the establishment you prefer to eat at for each meal period, or list L or u. if you don't eat that meal out.

A.			
B.	L.		DUTY
C.	M.		
D.	N.	BREAKFAST	1. ___
E.	O.	LUNCH	2. ___
F.	P.	DINNER	3. ___
G.	Q.	MIDNIGHT MEAL	4. ___
H.	R.	FLIGHT LINE FACILITY	
I.	S.	MAIN DINING FACILITY	
J.	T.	I don't eat this meal out	
K.	U.	I skip this meal	

Here is a list of dining establishments commonly patronized on and around the base. For a normal OFF DUTY day, please list the letter of the establishment you prefer to eat at for each meal period, or list L or u. if you don't eat that meal out.

A.			
B.	L.		OFF-DUTY
C.	M.		
D.	N.	BREAKFAST	5. ___
E.	O.	LUNCH	6. ___
F.	P.	DINNER	7. ___
G.	Q.	MIDNIGHT MEAL	8. ___
H.	R.	FLIGHT LINE FACILITY	
I.	S.	MAIN DINING FACILITY	
J.	T.	I don't eat this meal out	
K.	U.	I skip this meal	

9. What kind of food allowance do you receive from the Air Force?

- A. SIK (Meal Card) B. BAS (Separate Ration Allowance)
 (Go to question 11)

10. "Even though I have no kitchen in my room, and I could only eat one meal a day in a base dining facility, I would rather receive BAS (about \$6.00/day) instead of free meals (SIK)."

- A. Strongly Disagree E. Slightly Agree
 B. Disagree F. Agree
 C. Slightly Disagree G. Strongly Agree
 D. Neither Agree nor Disagree

Please enter the typical number of times per week you eat each meal at the following locations.

- A. 0 times B. 1 time C. 2 times D. 3 times E. 4 times F. 5 times G. 6 times H. 7 times

FLIGHT LINE FACILITY

COMPETITOR

BREAKFAST	11. ____	15. ____
LUNCH	12. ____	16. ____
DINNER	13. ____	17. ____
MIDNIGHT MEAL	14. ____	18. ____

19. Overall my expectations for a dining experience at the Flight Line Facility are:

- A. Extremely Low B. Rather Low C. Moderate D. Rather High E. Extremely High

20. Overall my experience in dining at the Flight Line Facility has been:

- A. Extremely Bad B. Rather Poor C. Moderate D. Rather Good E. Extremely Good F. I've never eaten at the Flight Line Facility

Have you ever eaten at this base's Flight Line Facility?

21. A. Yes B. No (If you answered no to this question, answer only the questions below in the COMPETITOR column and leave the Flight Line Facility question numbers (Q22-25 & 30-33) on the answer sheet blank)



On an average DUTY DAY, how much do you spend to feed YOURSELF for each meal period you eat out? Please use the following scale to answer this question (please include sales tax and tip in your estimate of what you spend at facilities that you pay tax and tip. Exclude any cost for alcohol beverages in your estimate).

- | | | |
|--|-------------------|--------------------|
| A. I don't eat this meal out/I eat at my quarters. | E. \$2.01-4.00 | I. \$10.01-\$12.00 |
| B. I skip this meal. | F. \$4.01-6.00 | J. \$12.01-\$14.00 |
| C. Receive SIK | G. \$6.01-8.00 | K. \$14.01-\$16.00 |
| D. Less than \$2.01 | H. \$8.01-\$10.00 | L. Over \$16.00 |

DUTY DAY

	<u>FLIGHT LINE FACILITY</u>	<u>COMPETITOR</u>
BREAKFAST	22. ___	26. ___
LUNCH	23. ___	27. ___
DINNER	24. ___	28. ___
MIDNIGHT MEAL	25. ___	29. ___

On an average OFF DUTY DAY, how much do you spend to feed YOURSELF for each meal period you eat out? Please use the following scale to answer this question (please include sales tax and tip in your estimate of what you spend at facilities that you pay tax and tip. Exclude any cost for alcohol beverages in your estimate).

- | | | |
|--|-------------------|--------------------|
| A. I don't eat this meal out/I eat at my quarters. | E. \$2.01-4.00 | I. \$10.01-\$12.00 |
| B. I skip this meal. | F. \$4.01-6.00 | J. \$12.01-\$14.00 |
| C. Receive SIK | G. \$6.01-8.00 | K. \$14.01-\$16.00 |
| D. Less than \$2.01 | H. \$8.01-\$10.00 | L. Over \$16.00 |

OFF DUTY DAY

	<u>FLIGHT LINE FACILITY</u>	<u>COMPETITOR</u>
BREAKFAST	30. ___	34. ___
LUNCH	31. ___	35. ___
DINNER	32. ___	36. ___
MIDNIGHT MEAL	33. ___	37. ___

Below are a number of characteristics commonly considered important in choosing to dine at one place or another. Please rank (in order of importance) the three characteristics that most influence your decision to choose to eat at either an Air Force dining facility or any restaurant you consider to be its competitor for that meal on a DUTY DAY. Next to each, please rank how well the Flight Line Facility currently satisfies your expectations for each characteristic.

If you've never eaten at this base's Flight Line Facility, just rank the characteristics and leave the Flight Line Facility questions blank.

BREAKFAST (DUTY DAY)

	Characteristic	How well the Flight Line Facility Satisfies
Most Important	38. ___	41. ___
Second	39. ___	42. ___
Third	40. ___	43. ___

LUNCH (DUTY DAY)

	Characteristic	How well the Flight Line Facility Satisfies
Most Important	44. ___	47. ___
Second	45. ___	48. ___
Third	46. ___	49. ___

DINNER (DUTY DAY)

	Characteristic	How well the Flight Line Facility Satisfies
Most Important	50. ___	53. ___
Second	51. ___	54. ___
Third	52. ___	55. ___

MIDNIGHT MEAL (DUTY DAY)

	Characteristic	How well the Flight Line Facility Satisfies
Most Important	56. ___	59. ___
Second	57. ___	60. ___
Third	58. ___	61. ___

Please use the following letters to rank each characteristic:

- | | |
|---|--|
| A. NUTRITION OF MEALS | I. SPEED OF SERVICE |
| B. COURTESY/FRIENDLINESS OF SERVICE PERSONNEL | J. MENU VARIETY |
| C. CLEANLINESS | K. CHOICE OF PORTION SIZES |
| D. CLOSENESS TO LIVING QUARTERS | L. AVAILABILITY OF NON-SMOKING AREAS |
| E. CLOSENESS TO JOB | M. CHANCE TO MEET MEMBERS OF OPPOSITE SEX |
| F. COMFORTABLE DINING ATMOSPHERE | N. COURTESY/ATTENTIVENESS OF MANAGEMENT |
| G. FOOD QUALITY/PREPARATION | O. AVAILABILITY OF FOOD-TO-GO |
| H. PRICE | P. I DON'T EAT THIS MEAL OUT/ I SKIP THIS MEAL |

Please use these letters to rate how well the Flight Line Facility satisfies your expectations for this characteristic.

- | | | | | |
|------------|---------------|-----------------|-------------|----------------|
| A. | B. | C. | D. | E. |
| Not at all | Not very well | Moderately well | Fairly well | Extremely well |

Below are a number of characteristics commonly considered important in choosing to dine at one place or another. Please rank (in order of importance) the three characteristics that most influence your decision to choose to eat at either an Air Force dining facility or any restaurant you consider to be its competitor for that meal on an OFF DUTY DAY. Next to each, please rank how well the Flight Line Facility currently satisfies your expectations for each characteristic.

If you've never eaten at this base's Flight Line Facility, just rank the characteristics and leave the Flight Line Facility questions blank.

<p><u>BREAKFAST (OFF DUTY DAY)</u></p>			<p><u>LUNCH (OFF DUTY DAY)</u></p>		
	Characteristic	How well the Flight Line Facility Satisfies		Characteristic	How well the Flight Line Facility Satisfies
Most Important	62. ___	65. ___	Most Important	68. ___	71. ___
Second	63. ___	66. ___	Second	69. ___	72. ___
Third	64. ___	67. ___	Third	70. ___	73. ___
<p><u>DINNER (OFF DUTY DAY)</u></p>			<p><u>MIDNIGHT (OFF DUTY DAY) MEAL</u></p>		
	Characteristic	How well the Flight Line Facility Satisfies		Characteristic	How well the Flight Line Facility Satisfies
Most Important	74. ___	77. ___	Most Important	80. ___	83. ___
Second	75. ___	78. ___	Second	81. ___	84. ___
Third	76. ___	79. ___	Third	82. ___	85. ___

Please use the following letters to rank each characteristic:

- | | |
|---|--|
| A. NUTRITION OF MEALS | I. SPEED OF SERVICE |
| B. COURTESY/FRIENDLINESS OF SERVICE PERSONNEL | J. MENU VARIETY |
| C. CLEANLINESS | K. CHOICE OF PORTION SIZES |
| D. CLOSENESS TO LIVING QUARTERS | L. AVAILABILITY OF NON-SMOKING AREAS |
| E. CLOSENESS TO JOB | M. CHANCE TO MEET MEMBERS OF OPPOSITE SEX |
| F. COMFORTABLE DINING ATMOSPHERE | N. COURTESY/ATTENTIVENESS OF MANAGEMENT |
| G. FOOD QUALITY/PREPARATION | O. AVAILABILITY OF FOOD-TO-GO |
| H. PRICE | P. I DON'T EAT THIS MEAL OUT/ I SKIP THIS MEAL |

Please use these letters to rate how well the Flight Line Facility satisfies your expectations for this characteristic.

- | | | | | |
|------------|---------------|-----------------|-------------|----------------|
| A. | B. | C. | D. | E. |
| Not at all | Not very well | Moderately well | Fairly well | Extremely well |

The following are a number of reasons people eat out rather than at their quarters.

- A. TO SAVE TIME
- B. ON SIK (OR MEAL CARD)
- C. CONVENIENT LOCATION
- D. CELEBRATE A SPECIAL EVENT
- E. LIKE TO EAT OUT/ENJOY GOING OUT
- F. BUSINESS MEETING/WORK RELATED
- G. SHOPPING
- H. TRAVELLING
- I. HAVE A TASTE FOR SOMETHING SPECIAL/ SOMETHING THEY CAN'T MAKE THEMSELVES
- J. FOOD IS BETTER THAN AT THEIR QUARTERS
- K. SOCIAL GATHERING/FOOD LOCATED NEAR/AT THE EVENT
- L. I don't eat this meal out/I skip this meal.

If you've never eaten at this base's Flight Line Facility, please do not answer those questions below pertaining to it.

Please select the **one** factor from the above list which **most** influences your decision to eat out for the following meal periods on a DUTY DAY, and next to it list the one that most influences you to eat at the Flight Line Facility for that meal period.

	<u>DUTY DAY</u>	
	<u>why</u> <u>eat out</u>	<u>why</u> <u>the Flight Line</u>
BREAKFAST	86. ___	90. ___
LUNCH	87. ___	91. ___
DINNER	88. ___	92. ___
MIDNIGHT MEAL	89. ___	93. ___

The following are a number of reasons people eat out rather than at their quarters.

- A. TO SAVE TIME
- B. ON SIK (OR MEAL CARD)
- C. CONVENIENT LOCATION
- D. CELEBRATE A SPECIAL EVENT
- E. LIKE TO EAT OUT/ENJOY GOING OUT
- F. BUSINESS MEETING/WORK RELATED
- G. SHOPPING
- H. TRAVELLING
- I. HAVE A TASTE FOR SOMETHING SPECIAL/ SOMETHING THEY CAN'T MAKE THEMSELVES
- J. FOOD IS BETTER THAN AT THEIR QUARTERS
- K. SOCIAL GATHERING/FOOD LOCATED NEAR/AT THE EVENT
- L. I don't eat this meal out/I skip this meal.

If you've never eaten at this base's Flight Line Facility, please do not answer those questions below pertaining to it.

Please select the **one** factor from the above list which **most** influences your decision to eat out for the following meal periods on an OFF DUTY DAY, and next to it list the one that most influences you to eat at the Flight Line Facility for that meal period.

	<u>OFF DUTY DAY</u>	
	<u>why</u> <u>eat out</u>	<u>why</u> <u>the Flight Line</u>
BREAKFAST	94. ___	98. ___
LUNCH	95. ___	99. ___
DINNER	96. ___	100. ___
MIDNIGHT MEAL	97. ___	101. ___

There are a number of factors in any dining facility which make customers feel more or less comfortable in that place. In answering these questions, please respond with the letter that is closest to the way you feel about this factor.

If you've never eaten at this base's Flight Line Facility, please skip questions 106 - 118.

	A. Strongly Disagree	B. Disagree	C. Slightly Disagree	D. Neither Agree nor Disagree	E. Slightly Agree	F. Agree	G. Strongly Agree
102. Self-serve stations are very important.	A	B	C	D	E	F	G
103. Friendly service personnel are very important.	A	B	C	D	E	F	G
104. Clean facilities are very important.	A	B	C	D	E	F	G
105. I don't care if the service is fast if the food is good.	A	B	C	D	E	F	G
106. The Flight Line Facility's service personnel are not very friendly.	A	B	C	D	E	F	G
107. The Flight Line seating area is very clean.	A	B	C	D	E	F	G
108. The Flight Line seating area is very roomy.	A	B	C	D	E	F	G
109. The Flight Line service is very efficient.	A	B	C	D	E	F	G
110. I usually have to wait in line a long time at the Flight Line Facility.	A	B	C	D	E	F	G
111. The Flight Line's food is always fresh.	A	B	C	D	E	F	G
112. The Flight Line's food is always at the right temperature.	A	B	C	D	E	F	G
113. The Flight Line's serving line is never clean.	A	B	C	D	E	F	G
114. The atmosphere at the Flight Line Facility is warm and personal.	A	B	C	D	E	F	G
Overall, the Flight Line Facility's hours of operation are suited to my needs for:							
115. BREAKFAST	A	B	C	D	E	F	G
116. LUNCH	A	B	C	D	E	F	G
117. DINNER	A	B	C	D	E	F	G
118. MIDNIGHT MEAL	A	B	C	D	E	F	G

Air Force dining facilities offer several menu options. These questions concern your awareness of some menu options, how you became aware of them, and how important they are to you in choosing to eat here.

Please answer using the following categories:

Category 1: AWARENESS

- A. I fully understand this option
- B. I am aware of this option
- C. I know nothing about this option (Skip to category 3)

Category 2: HOW LEARNED

- A. Always knew
- B. Advertising (DB, signs)
- C. Saw it while passing
- D. Word-of-mouth
- E. Other

Category 3: INTEREST TO ME

- A. Not at all interested
- B. Somewhat interested
- C. Fairly interested
- D. Extremely interested

<u>MENU OPTIONS</u>	<u>AWARENESS</u>	<u>HOW LEARNED</u>	<u>INTEREST</u>
HEALTHY HEART	119. _____	122. _____	125. _____
SALAD SELECTION	120. _____	123. _____	126. _____
CUSTOMIZED FLIGHT MEALS	121. _____	124. _____	127. _____

This is the last group of questions. It supplies data that helps categorize the different groups of respondents.

128. Do you live in a base dormitory?

- A. Yes B. No

129. I usually eat...

- A. At main dining facility B. At Alert facility C. At Flight Line Facility D. At somewhere other than an Air Force Dining Facility

130. Please indicate which best reflects your current marital status.

- A. Single B. Married/no children C. Married with children

131. Please indicate the size of your household.

- A. 1 B. 2 C. 3 D. 4 E. 5 or more

132. Please indicate the age of your youngest child.

- A. No children B. Under 1 C. 1-4 D. 5-8 E. 9-12 F. 13-17 G. 18 or over

133. Please indicate the number of full-time wage earners in your household.

- A. 1 B. 2 C. 3 or more

134. Please indicate the amount of time you've been assigned to this installation.

- A. less than 1 yr. B. 1-3 yrs. C. more than 3 but less than 5 yrs. D. over 5 yrs.

135. Please indicate which assignment this is for you (do not count Basic Training or Tech Schools).

- A. my 1st B. my 2nd C. my 3rd D. my 4th E. 5th or more

THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY. Results will be published and/or posted for your information. Your input is invaluable in making your dining facilities the best they can be, with your interests in mind.

Feel free to make any comments you feel are pertinent to the study on the back, not on the answer sheet. They will be typed and given to the base Services Squadron Commander and the Food Service Officer for action. Please return both the answer sheet and the questionnaire in the enclosed envelope. **Thank you again.**

Attachment 4

ALERT FACILITY

FOOD SERVICE CUSTOMER SURVEY

THANKS FOR YOUR HELP.

1. What kind of food allowance do you receive from the Air Force?

- A. SIK (Meal Card) B. BAS (Separate Ration Allowance)
(Go to question 3)

2. "Even though I have no kitchen in my room, and I could only eat one meal a day in a base dining facility, I would rather receive BAS (about \$6.00/day) instead of free meals (SIK)." (Do not answer if you currently receive BAS)

- A. Strongly Disagree E. Slightly Agree
B. Disagree F. Agree
C. Slightly Disagree G. Strongly Agree
D. Neither Agree nor Disagree

Please enter the typical number of times per week you eat each meal at the following locations.

- A. 0 times B. 1 time C. 2 times D. 3 times E. 4 times F. 5 times G. 6 times H. 7 times

ALERT FACILITY

COMPETITOR

BREAKFAST	3. ___	7. ___
LUNCH	4. ___	8. ___
DINNER	5. ___	9. ___
MIDNIGHT MEAL	6. ___	10. ___

11. Overall my expectations for a dining experience at the Alert Facilities are:

- A. Extremely Low B. Rather Low C. Moderate D. Rather High E. Extremely High

12. Overall my experience in dining at the Alert Facilities has been:

- A. Extremely Bad B. Rather Poor C. Moderate D. Rather Good E. Extremely Good F. I've never eaten at this base's Alert Facility

Have you ever eaten at one of your base alert facilities?
 23. A. Yes B. No (If you answered no to this question, answer only the questions below in the COMPETITOR column and leave the alert facility question numbers (Q14-17 & 22-25) on the answer sheet blank)



On an average DUTY DAY, how much do you spend to feed YOURSELF for each meal period you eat out? Please use the following scale to answer this question (please include sales tax and tip in your estimate of what you spend at facilities that you pay tax and tip. Exclude any cost for alcohol beverages in your estimate).

- A. I don't eat this meal out/I eat at my quarters.
- B. I skip this meal.
- C. Receive SIK
- D. Less than \$2.01
- E. \$2.01-4.00
- F. \$4.01-6.00
- G. \$6.01-8.00
- H. \$8.01-\$10.00
- I. \$10.01-\$12.00
- J. \$12.01-\$14.00
- K. \$14.01-\$16.00
- L. Over \$16.00

	<u>ALERT FACILITY</u>	<u>DUTY DAY</u>	<u>COMPETITOR</u>
BREAKFAST	14. ___		18. ___
LUNCH	15. ___		19. ___
DINNER	16. ___		20. ___
MIDNIGHT MEAL	17. ___		21. ___

On an average OFF DUTY DAY, how much do you spend to feed YOURSELF for each meal period you eat out? Please use the following scale to answer this question (please include sales tax and tip in your estimate of what you spend at facilities that you pay tax and tip. Exclude any cost for alcohol beverages in your estimate).

- A. I don't eat this meal out/I eat at my quarters.
- B. I skip this meal.
- C. Receive SIK
- D. Less than \$2.01
- E. \$2.01-4.00
- F. \$4.01-6.00
- G. \$6.01-8.00
- H. \$8.01-\$10.00
- I. \$10.01-\$12.00
- J. \$12.01-\$14.00
- K. \$14.01-\$16.00
- L. Over \$16.00

	<u>ALERT FACILITY</u>	<u>OFF DUTY DAY</u>	<u>COMPETITOR</u>
BREAKFAST	22. ___		26. ___
LUNCH	23. ___		27. ___
DINNER	24. ___		28. ___
MIDNIGHT MEAL	25. ___		29. ___

Below are a number of characteristics commonly considered important in choosing to dine at one place or another. Please rank (in order of importance) the three characteristics that most influence your decision to choose to eat at either an Air Force dining facility or any restaurant you consider to be its competitor for that meal on a DUTY DAY. Next to each, please rank how well this base's Alert Facility currently satisfies your expectations for each characteristic.

If you've never eaten at this base's Alert Facility, just rank the characteristics and leave the Alert Facility questions blank.

<u>BREAKFAST (DUTY DAY)</u>			<u>LUNCH (DUTY DAY)</u>		
	Characteristic	How well my Alert Facility Satisfies		Characteristic	How well my Alert Facility Satisfies
Most Important	30. ___	33. ___	Most Important	36. ___	39. ___
Second	31. ___	34. ___	Second	37. ___	40. ___
Third	32. ___	35. ___	Third	38. ___	41. ___

<u>DINNER (DUTY DAY)</u>			<u>MIDNIGHT (DUTY DAY) MEAL</u>		
	Characteristic	How well my Alert Facility Satisfies		Characteristic	How well my Alert Facility Satisfies
Most Important	42. ___	45. ___	Most Important	48. ___	51. ___
Second	43. ___	46. ___	Second	49. ___	52. ___
Third	44. ___	47. ___	Third	50. ___	53. ___

Please use the following letters to rank each characteristic:

- | | |
|---|---|
| A. NUTRITION OF MEALS | I. SPEED OF SERVICE |
| B. COURTESY/FRIENDLINESS OF SERVICE PERSONNEL | J. MENU VARIETY |
| C. CLEANLINESS | K. CHOICE OF PORTION SIZES |
| D. CLOSENESS TO LIVING QUARTERS | L. AVAILABILITY OF NON-SMOKING AREAS |
| E. CLOSENESS TO JOB | M. CHANCE TO MEET MEMBERS OF OPPOSITE SEX |
| F. COMFORTABLE DINING ATMOSPHERE | N. COURTESY/ATTENTIVENESS OF MANAGEMENT |
| G. FOOD QUALITY/PREPARATION | O. AVAILABILITY OF FOOD-TO-GO |
| H. PRICE | P. I DON'T EAT THIS MEAL OUT/I SKIP THIS MEAL |

Please use these letters to rate how well your Alert Facility satisfies your expectations for this characteristic.

- | | | | | |
|------------|---------------|-----------------|-------------|----------------|
| A. | B. | C. | D. | E. |
| Not at all | Not very well | Moderately well | Fairly well | Extremely well |

Below are a number of characteristics commonly considered important in choosing to dine at one place or another. Please rank (in order of importance) the three characteristics that most influence your decision to choose to eat at either an Air Force dining facility or any restaurant you consider to be its competitor for that meal on an OFF DUTY DAY. Next to each, please rank how well this base's Alert Facility currently satisfies your expectations for each characteristic.

If you've never eaten at this base's Alert Facility, just rank the characteristics and leave the Alert Facility questions blank.

BREAKFAST (OFF DUTY DAY)

	Characteristic	How well my Alert Facility Satisfies
Most Important	54. ___	57. ___
Second	55. ___	58. ___
Third	56. ___	59. ___

LUNCH (OFF DUTY DAY)

	Characteristic	How well my Alert Facility Satisfies
Most Important	60. ___	63. ___
Second	61. ___	64. ___
Third	62. ___	65. ___

DINNER (OFF DUTY DAY)

	Characteristic	How well my Alert Facility Satisfies
Most Important	66. ___	69. ___
Second	67. ___	70. ___
Third	68. ___	71. ___

MIDNIGHT (OFF DUTY DAY) MEAL

	Characteristic	How well my Alert Facility Satisfies
Most Important	72. ___	75. ___
Second	73. ___	76. ___
Third	74. ___	77. ___

Please use the following letters to rank each characteristic:

- | | |
|---|---|
| A. NUTRITION OF MEALS | I. SPEED OF SERVICE |
| B. COURTESY/FRIENDLINESS OF SERVICE PERSONNEL | J. MENU VARIETY |
| C. CLEANLINESS | K. CHOICE OF PORTION SIZES |
| D. CLOSENESS TO LIVING QUARTERS | L. AVAILABILITY OF NON-SMOKING AREAS |
| E. CLOSENESS TO JOB | M. CHANCE TO MEET MEMBERS OF OPPOSITE SEX |
| F. COMFORTABLE DINING ATMOSPHERE | N. COURTESY/ATTENTIVENESS OF MANAGEMENT |
| G. FOOD QUALITY/PREPARATION | O. AVAILABILITY OF FOOD-TO-GO |
| H. PRICE | P. I DON'T EAT THIS MEAL OUT/I SKIP THIS MEAL |

Please use these letters to rate how well your Alert Facility satisfies your expectations for this characteristic.

- | | | | | |
|------------|---------------|-----------------|-------------|----------------|
| A. | B. | C. | D. | E. |
| Not at all | Not very well | Moderately well | Fairly well | Extremely well |

The following are a number of reasons people eat out rather than at their quarters

- A. TO SAVE TIME
- B. ON SIK (OR MEAL CARD)
- C. CONVENIENT LOCATION
- D. CELEBRATE A SPECIAL EVENT
- E. LIKE TO EAT OUT/ENJOY GOING OUT
- F. BUSINESS MEETING/WORK RELATED
- G. SHOPPING
- H. TRAVELLING
- I. HAVE A TASTE FOR SOMETHING SPECIAL/ SOMETHING THEY CAN'T MAKE THEMSELVES
- J. FOOD IS BETTER THAN AT THEIR QUARTERS
- K. SOCIAL GATHERING/FOOD LOCATED NEAR/AT THE EVENT
- L. I don't eat this meal out/I skip this meal.

Please select the one factor from the above list which most influences your decision to eat out for the following meal periods .

WHY EAT OUT

	<u>DUTY</u>	<u>OFF DUTY</u>
BREAKFAST	78. ___	82. ___
LUNCH	79. ___	83. ___
DINNER	80. ___	84. ___
MIDNIGHT MEAL	81. ___	85. ___

Air Force dining facilities offer several menu options. These questions concern your awareness of some menu options, how you became aware of them, and how important they are to you in choosing to eat here.

Please answer using the following categories:

CATEGORY 1: AWARENESS

- A. I fully understand this option
- B. I am aware of this option
- C. I know nothing about this option (Skip to category 3)

CATEGORY 2: HOW LEARNED

- A. Always knew
- B. Advertising (DB, signs)
- C. Saw it while passing
- D. Word-of-mouth
- E. Other

CATEGORY 3: INTEREST TO ME

- A. Not at all interested
- B. Somewhat interested
- C. Fairly interested
- D. Extremely interested

<u>MENU OPTIONS</u>	<u>AWARENESS</u>	<u>HOW LEARNED</u>	<u>INTEREST</u>
HEALTHY HEART	86. ___	93. _____	100. _____
SALAD BAR	87. ___	94. _____	101. _____
POTATO BAR	88. ___	95. _____	102. _____
DESSERT BAR	89. ___	96. _____	103. _____
SUNDAE BAR	90. ___	97. _____	104. _____
CARRY OUT	91. ___	98. _____	105. _____
CUSTOMIZED FLIGHT MEALS	92. ___	99. _____	106. _____

There are a number of factors in any dining facility which make customers feel more or less comfortable in that place. In answering these questions, please respond with the letter that is closest to the way you feel about this factor.

If you've never eaten at this base's Alert Facility, please skip questions 111 - 125.

	A. Strongly Disagree	B. Disagree	C. Slightly Disagree	D. Neither Agree nor Disagree	E. Slightly Agree	F. Agree	G. Strongly Agree	
107. Self-serve stations are very important.		A	B	C	D	E	F	G
108. Friendly service personnel are very important.		A	B	C	D	E	F	G
109. Clean facilities are very important.		A	B	C	D	E	F	G
110. I don't care if the service is fast if the food is good.		A	B	C	D	E	F	G
111. The Alert Facility service personnel are not very friendly.		A	B	C	D	E	F	G
112. The Alert Facility self-serve stations are easy to locate.		A	B	C	D	E	F	G
113. The Alert Facility self-serve stations are hard to use.		A	B	C	D	E	F	G
114. The Alert Facility seating area is very clean.		A	B	C	D	E	F	G
115. The Alert Facility seating area is very roomy.		A	B	C	D	E	F	G
116. Service at my Alert Facility is very efficient.		A	B	C	D	E	F	G
117. I usually have to wait in line a long time at my Alert Facility.		A	B	C	D	E	F	G
118. The food at my Alert Facility is always fresh.		A	B	C	D	E	F	G
119. The food at my Alert Facility is always at the right temperature.		A	B	C	D	E	F	G
120. The Alert Facility serving line is never clean.		A	B	C	D	E	F	G
121. The atmosphere at my Alert Facility is warm and personal.		A	B	C	D	E	F	G
Overall, my Alert Facility's hours of operation are suited to my needs for:								
122. BREAKFAST		A	B	C	D	E	F	G
123. LUNCH		A	B	C	D	E	F	G
124. DINNER		A	B	C	D	E	F	G
125. MIDNIGHT MEAL		A	B	C	D	E	F	G

This is the last group of questions. It supplies data that helps categorize the different groups of respondents.

126. Do you live in a base dormitory?
A. Yes B. No
127. I usually eat...
A. At the main dining facility B. At an Alert Facility C. At the Flight Line Facility D. At somewhere other than an Air Force Dining Facility
128. Please indicate which best reflects your current marital status.
A. Single B. Married/no children C. Married with children
129. Please indicate the size of your household.
A. 1 B. 2 C. 3 D. 4 E. 5 or more
130. Please indicate the age of your youngest child.
A. No children B. Under 1 C. 1-4 D. 5-8 E. 9-12 F. 13-17 G. 18 or over
131. Please indicate the number of full-time wage earners in your household.
A. 1 B. 2 C. 3 or more
132. Please indicate the amount of time you've been assigned to this installation.
A. less than 1 yr. B. 1-3 yrs. C. more than 3 but less than 5 yrs. D. over 5 yrs.
133. Please indicate which assignment this is for you (do not count Basic Training or Tech Schools).
A. my 1st B. my 2nd C. my 3rd D. my 4th E. 5th or more

THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY. Results will be published and/or posted for your information. Your input is invaluable in making your dining facilities the best they can be, with your interests in mind.

Feel free to make any comments you feel are pertinent to the study on the back of this form, not on the answer sheet. They will be typed and given to the base Services Squadron Commander and the Food Service Officer for action. Please return both the answer sheet and the questionnaire in the enclosed envelope. Thank you again.

Attachment 5

GRADE NAME	UNIT	TAFMSD	SEX	MARITAL STATUS
SSAN	DAFSC	# OF DEP	RACE	DOB
RELIGIOUS PEF				

AMN DOE JOHN Q	41 AREFS	881216	MALE	UNMARRIED
123 45 6789	73230		CAU	700903
ROMAN CATHOLIC				

SGT JONES JANE P	62 OMS	840702	FEMALE	MARRIED
245 45 6678	72250	04	CAU	641219
LUTHERAN CHURCHES				

Attachment 6

FROM: CC

SUBJECT: Dining Hall Questionnaire

TO: Dining Hall Patrons

1. I need your help to assist us in improving your Air Force life. As you may have seen advertised on base, an Air Force officer from Cornell University is conducting a study for the Air Force concerning dining facility customers. The purpose is to find out how to improve your experience at Air Force dining facilities and to help you have more money at the end of each month by using the facilities to your advantage. This is an official Air Force survey, approved by HQ AFMPC/DPMYOS, Personnel Survey Branch, as indicated by the USAF Survey Control number on the top of each questionnaire.
2. Please answer the enclosed questionnaire, which takes about 20 minutes. This is a small amount of time to invest toward making your dining on base more satisfying and enjoyable and toward increasing your monthly spending money.
3. Griffiss is the test base for this study and your opinion is extremely important since you, as the customer, best understand the weak and strong points of our dining facilities. Your participation in this survey is strictly voluntary; all your responses are anonymous and strictly confidential.
4. Please send the completed questionnaire through base distribution in the attached return envelope to Captain Therese Gaines, c/o 416 SVS/CC not later than Monday, 5 Mar 90.
5. Thank you for your help in making this study a success.

MURLE A. WILSON, Colonel, USAF
Commander

3 Atch
1. Questionnaire
2. Answer sheet
3. Return envelope

Attachment 7

Interviewer: Thank you for participating. I need your input for a study I'm doing which evaluates the quality of the base dining facilities from your point of view as well as how well you think the dining facilities compare with their competition. That way, we can better respond to your needs as customers.

I'll be taping this session so that I can type up a transcript later. That'll leave me free to just center on what's important to you during our talk.

The first thing I need to find out is who is the competition for the dining hall for:

BREAKFAST.

Focus Group I members: Bowling Alley on base. Silver Wings; it's like a snack bar [MWR]. Price-wise, it's triple the cost to eat at a place like Dunkin' Donuts. I'm single and it's cheaper for me to eat on base than go grocery shopping, cook and do dishes.

Interviewer: And at LUNCHTIME?

FGI members: The Mobile Deli [MWR] is real popular out on the flight line since many of us are on "straight eights". Most people just bring their lunch out there. I go to Wendy's. I like McDonald's and Burger King, especially if they've got good specials. Satellite Grill [AAFES].

Interviewer: What about DINNER TIME? And if you think of anything else for other meal times, just say "Wait, I just remembered some other place." My time is your time.

FGI members: I usually eat at home. I often go to Kentucky Fried Chicken. I eat at the grocery store. There's a new Price Chopper and they've got a great deli counter where they cook the food right there for you. I eat at the dining facility. If I can't get to the dining facility on time, I might get a ground meal from the fire station. Pony Express [AAFES or MWR pizza take out/delivery]. Domino's. Luigi's has the best carry-out pizza in Rome [NY]. Fric 'n' Frac's [sandwich type meals].

Interviewer: Any place else?

FGI members: No, that's about it.

Interviewer: If you think of something else, call me later today.

Thanks again for your time and help.

Attachment 8

FOR DAILY BULLETIN:

LOOK FOR IT! Next month a survey will be circulated around base to find ways to increase your satisfaction with the various Air Force dining facilities on base and how to help increase your spending money by decreasing food expenditures. Recipients of the survey will be randomly selected and have the surveys mailed to them by name. Please participate. Your input affects you directly.

WILL YOU BE CHOSEN? Next month a survey could be sent to you by name if you are lucky enough to be chosen by the base computer. Your input can improve your dining experience at Air Force dining facilities at GAFB and result in increased spending money at the end of each month. Please participate. Don't let someone else determine what you want.

A BASE LOTTERY? Not exactly. But if the base computer selects you to participate in the food service satisfaction survey, your input can increase your satisfaction as a patron of the base dining facilities and maybe increase your monthly spending money. All it costs you is about 20 minutes but it can pay you back for a long time to come. Look for the package addressed to you in the mail, and if you're lucky enough to be asked for an input, please participate. Your input affects you directly.

AUDIO/VISUAL: CHANNEL 19

PLEASE PARTICIPATE! You may receive a food service survey addressed to you personally within the next month or so. Your input will help increase your satisfaction with the base dining facilities and may increase your monthly spending money. Your input affects you directly. Please participate.

FOOD SERVICE SATISFACTION SURVEY! You may be selected to participate in a survey aimed at increasing your satisfaction as a patron or possible patron at GAFB's dining facilities and maybe even increasing your monthly spending money. Please answer the survey and return it. Your input affects you directly.

BASE PAPER

FOOD SERVICE CUSTOMER SATISFACTION SURVEY

Who says nobody ever asks your opinion? A Services officer studying at the School of Hotel Administration at Cornell University is conducting a trial study for the Air Force with the support of the Base Commander and the Services Squadron at GAFB. The purpose is to determine what you as customers of the various Air Force dining facilities need to increase your satisfaction as customers and to try to show you how to increase your monthly income by changing your dining spending patterns.

Both Col Wilson and Capt Powell see providing customer satisfaction as a key element of their jobs. As part of the Air Force's Quality of Life philosophy, Capt Gaines is doing a full-blown study emphasizing your opinions and spending patterns concerning your choices to eat out and the results. She will make these aggregate results available to Col Wilson and Capt Powell along with your comments and concerns. The results will be published this summer. Her recommendations to the commanders will be aimed at giving you more of what you want in the dining facilities in the area of food and customer service concerns. Also, she may make recommendations for long term changes in the facilities, if your input points in that direction.

With the help of the personnel at CBPO/DPMD, Capt Gaines will obtain a list of randomly selected names from the base computer and several hundred surveys will be mailed directly to those base personnel chosen. Not many new surveys are approved by the Survey Branch at HQAFMPC, but they see this one as important and advantageous to you personally, since it is designed to be specific to each base. Griffiss AFB is serving as the test base for this study, and the results of this survey will not only be for the personnel at GAFB but also will act as the blueprint from which to do similar studies at other bases throughout the Air Force. GAFB was chosen primarily because of Col Wilson's and Capt Powell's desire to provide you the best service and because of their joint goal to become one of the outstanding Food Service operations in the Air Force. The end result is everyone wins.

The only way these wonderful things can happen for you, though, is for you to have a way to express your opinion in terms that can be studied, analyzed, and reported to higher authorities. This is your chance to influence your own situation directly and positively. If you are selected by the base computer and receive a questionnaire packet, take a few minutes to fill it out and return it to Capt Gaines in the envelope provided. Since only a sample

of the base population will be receiving a survey, each person represents several others, and you could be the one to make the difference in your and your co-workers' quality of life here at Griffiss.

Who wants your opinion? Somebody does and they plan to do something with it. If you're lucky enough to be chosen to represent yourself and your fellow airmen, take the time to participate and make a difference here and now.

Attachment 9

FROM: AFIT (AU)/CIRK, CORNELL UNIVERSITY 10 January 1990

SUBJECT: Request for DESIRE Output Products

TO: CBPO/DPMD

Request this office be furnished with a one-time DESIRE Output Product fitting the following description.

a and b. Number of personnel falling into each of the following three categories: (1) Number of personnel assigned to the flight line as their normal place of duty, (2) Number of personnel normally assigned to Bomber or Tanker Alert, (3) Number of remaining personnel at GAFB receiving BAS, and (4) Number of remaining personnel who receive SIK.

c. Requirement established 4 January 1990.

d. Purpose is to enable AFIT student conducting study for the Air Force to best select a sample size from each subgroup identified in order to administer survey at the least possible cost to the Air Force.

e. Two copies needed, one for HQAFMPC/DPMYOS and one for researcher.

f. Only those listed in e. will have need of this product.

g. Sequence should be as listed in a., b.

h. Information should be current as of this date.

i. Only need number of personnel in each category listed in a., b.

j. This information is required of me by HQAFMPC/DPMYOS in order to best proceed on my survey.

THERESE S. GAINES, Capt, USAF
AFIT-sponsored Graduate Student
Cornell University

Attachment 10

FROM: AFIT (AU)/CIRK, CORNELL UNIVERSITY 3 February 1990

SUBJECT: Request for DESIRE Output Products

TO: CBPO/DPMD

Request this office be furnished with a one-time DESIRE Output Product fitting the following description. Request this be ready for pick-up by researcher (Capt Gaines) NLT 14 February 1990. Labels will be mailed to you by that time. If any of this presents a problem or there are any questions concerning what is needed, please call me at (607) 257-3486, early morning or at night, or leave a message for me at (607) 255-7245.

a. A random sample of names of personnel who fall within the categories outlined in para. b. One copy, with addresses, is to be printed on mailing labels (provided by requestor); one copy with information outlined in para. i. is to be printed on computer paper.

b. (1) 100 names of personnel (OFFICERS and ENLISTED) assigned to the flight line as their normal place of duty. These names and the population from which they were selected (flight line personnel) are to be excluded from further sampling runs.

(2) 122 names of OFFICERS normally assigned to Bomber or Tanker Alert and 126 names of ENLISTED normally assigned to Bomber or Tanker alert. These names and the population from which they were selected (alert facility personnel) are to be excluded from any further sampling runs.

(3) 130 names from the remaining ENLISTED population on the base who receive BAS and 130 names from the remaining ENLISTED population who receive SIK.

The total number of names should be 608.

c. Requirement established 25 January 1990.

d. Purpose is to enable proper administration of the surveys USAFSCN90-11A, USAFSCN90-11B, and USAFSCN90-11C, all of which expire 30 June 1990.

e. One copy of labels is needed for mailing through base distribution and one print-out is needed for the researcher.

f. Only the researcher and HQAFMPC/DPMYOS will have need of this product.

g. Sequence of product must be as listed in para. b. to ensure the researcher sends the correct surveys to the correctly identified individuals.

h. Information should be current as of 1 February 1990.

i. The data required for each mailing label are the individual's name and their base address (essential since all mailing will be through base distribution). The print-out for the researcher should be in the same sequence as the mailing labels (as outlined in para. b) and have listed the individual's race, sex, age (or DOB), rank, marital status, AFSC, TAFMS, number of dependents, and religious preference.

j. AIR 30-23 requires surveys be run under the guidance of HQAFMPC/DPMYOS (Air Force Personnel Survey Branch). These surveys are approved by them and the sample selection process was done with their guidance and approval. It is important that the samples obtained are exactly the ones requested to ensure the validity and reliability of the information gained from the administration of these surveys.

THERESE S. GAINES, Capt, USAF
AFIT-sponsored Graduate Student
Cornell University

110
Attachment 11

GRIFFISS AFB ALERT FACILITY FOOD SERVICE CUSTOMER SURVEY
USAF SCN 90-11C

QUEST20	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	3	.	.	.
A	7	17.5	7	17.5
D	19	47.5	26	65.0
E	14	35.0	40	100.0

QUEST21	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	3	.	.	.
A	9	22.5	9	22.5
B	30	75.0	39	97.5
D	1	2.5	40	100.0

QUEST22	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	1	.	.	.
A	21	50.0	21	50.0
B	4	9.5	25	59.5
D	2	4.8	27	64.3
E	12	28.6	39	92.9
F	3	7.1	42	100.0

QUEST23	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	1	.	.	.
A	9	21.4	9	21.4
B	3	7.1	12	28.6
E	11	26.2	23	54.8
F	18	42.9	41	97.6
G	1	2.4	42	100.0

QUEST24	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	2	.	.	.
A	18	43.9	18	43.9
E	2	4.9	20	48.8
F	7	17.1	27	65.9
G	10	24.4	37	90.2
H	1	2.4	38	92.7
I	3	7.3	41	100.0

Attachment 12

PURPOSE OF SURVEY

TO HELP YOU GAIN INSIGHT INTO WHAT YOUR CUSTOMERS PERCEIVE AS THE PLUSES AND MINUSES OF YOUR DINING FACILITIES, HOW OFTEN THEY EAT AWAY FROM THEIR QUARTERS (AND WHY), HOW MUCH THEY CAN SAVE BY DINING AT YOUR FACILITIES, AND HOW YOU CAN INCREASE CUSTOMER SATISFACTION. BY DOING SO, YOU CAN ENCOURAGE THEM TO DINE WITH YOU MORE OFTEN, HELP THEM SAVE MONEY (AND IMPROVE NUTRITIONAL HABITS), AND INCREASE YOUR UNIT'S PRODUCTIVITY BY MAKING THE BEST USE OF YOUR FACILITY BY RAISING DEMAND TO A LEVEL COMMENSURATE WITH YOUR MANNING.

AT GRIFFISS, 590 ACTIVE-DUTY PERSONNEL WERE SAMPLED TO REPRESENT YOUR 4000+ MILITARY POPULATION. 32% WERE OFFICERS AND ENLISTED ASSIGNED TO ALERT STATUS, 24% WERE ENLISTED AND OFFICERS ASSIGNED TO DUTY AT OR NEAR THE FLIGHT LINE, AND THE REMAINING 44% WERE ENLISTED PERSONNEL WHO DID NOT FALL INTO ONE OF THE FORMER CATEGORIES. A TOTAL OF 136 QUESTIONNAIRES WERE RETURNED, WITH 3 OF THEM UNUSABLE.

IN ANALYZING AND REPORTING THE RESULTS OF THE SURVEY AT GRIFFISS, I WAS NOT LOOKING FOR STATISTICAL SIGNIFICANCE. INSTEAD, I WAS TRYING TO IDENTIFY TRENDS AND BEHAVIOR PATTERNS AND SOME REASONS BEHIND THEM.

LET ME SHARE WITH YOU HOW I FEEL YOU SHOULD REACT TO THE RESULTS:

A COMMON PROBLEM WITH MANAGEMENT IS THAT WE OFTEN NOTICE OUR PERSONNEL ONLY WHEN THEY VIOLATE POLICY, WHEN A COMPLAINT IS MADE, OR WHEN SOMETHING JUST DOESN'T WORK RIGHT. MORE THAN THAT, WE TEND TO REWARD THEM ON CUE, WHEN QUARTERLY AWARDS COME AROUND, WHEN THEY ARE DUE FOR A PCS MOVE, OR WHEN THEY REALLY DO SOMETHING OUT OF THE ORDINARY (LIKE FOR AN ACHIEVEMENT MEDAL).

REASONS FOR THIS BEHAVIOR PATTERN BY MANAGEMENT IS LACK OF TIME AND "THE SQUEAKY WHEEL GETS THE GREASE" SYNDROME. BUT THERE IS ALSO THE PROBLEM OF HOW TO IDENTIFY WHAT IS GOING RIGHT, OR THE MOST RIGHT, WHEN NOTHING IS GOING WRONG.

THIS IS WHERE CUSTOMER REACTIONS CAN BE SO HELPFUL. THEY'RE NOT TOO CLOSE TO SEE THE FOREST FOR THE TREES. AND IT IS SO OFTEN NEARLY IMPOSSIBLE TO GET A MANAGER TO "SIT IN THE CUSTOMER'S SEAT". THIS STUDY IS DESIGNED TO GIVE YOU MORE OF THAT OPPORTUNITY BY HAVING RESULTS THAT ARE FACILITY SPECIFIC AND THAT GIVE YOU INTERESTING PERSPECTIVES FROM YOUR CUSTOMER'S POINT OF VIEW.

THESE ARE THE RESULTS OF THE SURVEY HERE AT GRIFFISS THAT I THINK ARE OF MOST USE IN COMMUNICATING THESE PERSPECTIVES WITH THE AIM OF ACCOMPLISHING STATED GOALS.

OVERVIEW

- PURPOSE OF STUDY
- RESULTS OF GAFB STUDY
- RECOMMENDATIONS

PURPOSE OF STUDY

- INCREASE SATISFACTION

--FOR MORE PATRONAGE

--FOR MORE DISPOSABLE
INCOME

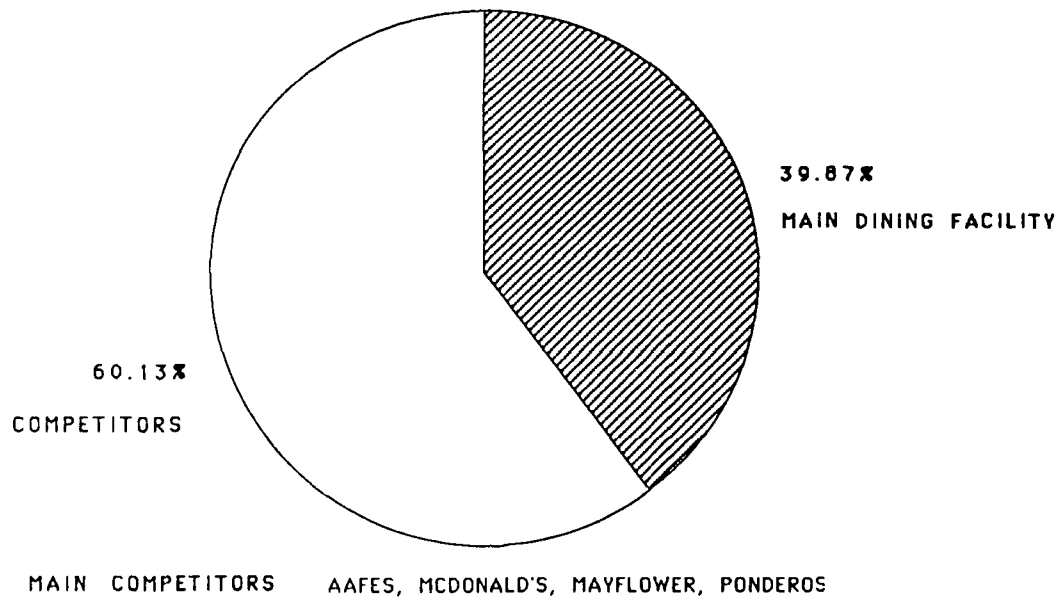
- INCREASE PRODUCTIVITY

RESULTS OF GAFB STUDY

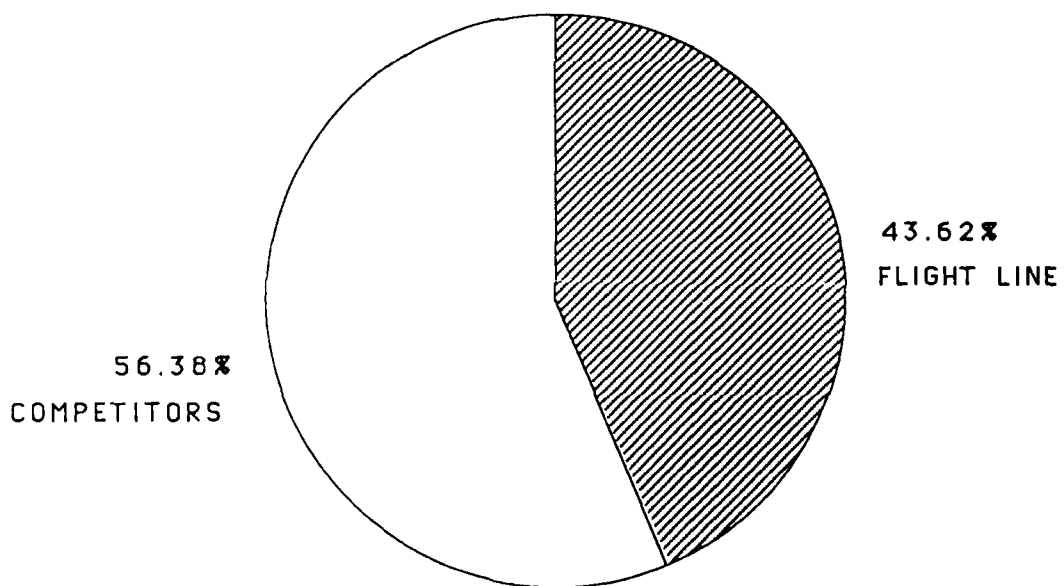
- DINING PATTERNS
- EXPENDITURES
- IMPORTANT ATTRIBUTES
- REASONS FOR DINING OUT
- STRENGTHS/WEAKNESSES OF EACH FACILITY
- RESPONSE RATE
- COMMENTS FROM RESPONDENTS

RECOMMENDATIONS

TOTAL MEALS EATEN AWAY FROM QUARTERS
MAIN DINING FACILITY RESPONDENTS

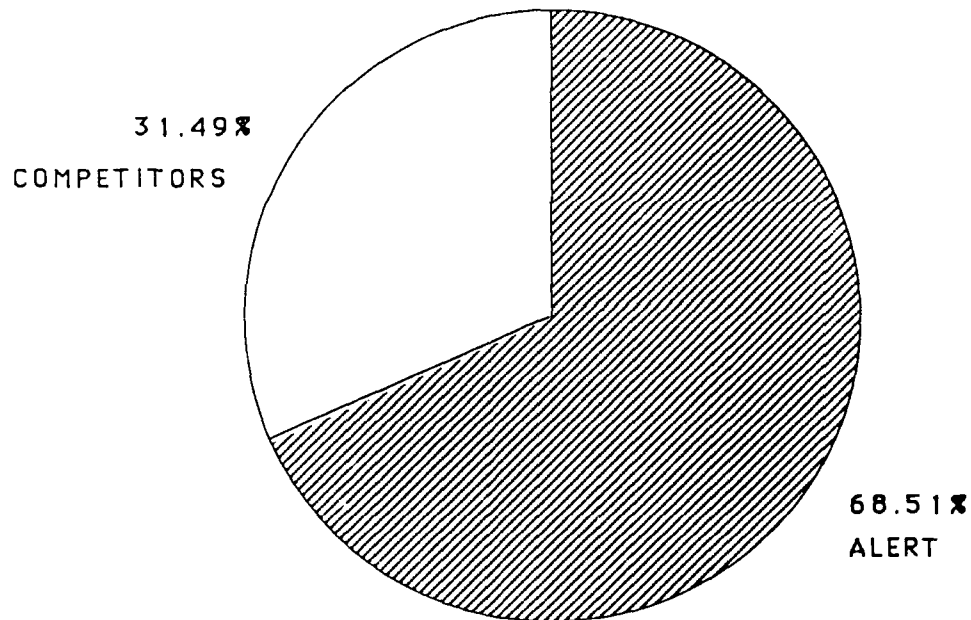


TOTAL MEALS EATEN AWAY FROM QUARTERS
FLIGHT LINE FACILITY RESPONDENTS

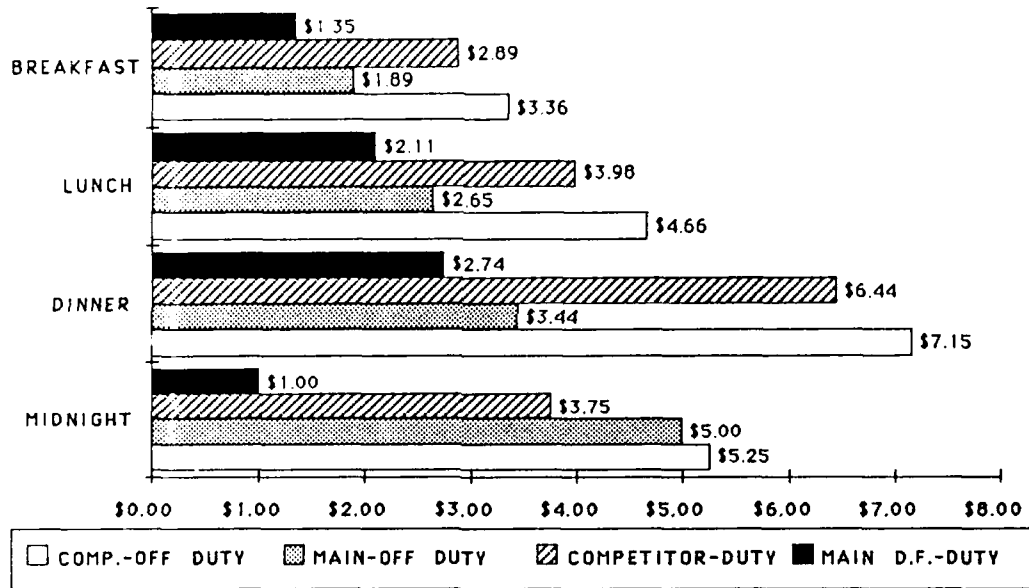


MAIN COMPETITORS MCDONALD'S, AAFES, MAYFLOWE

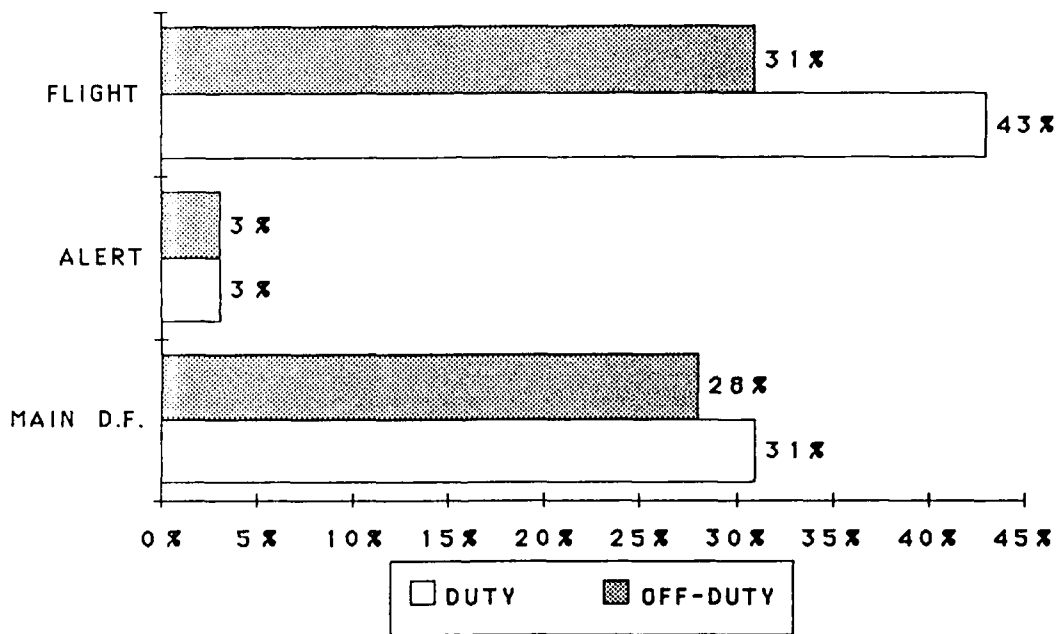
TOTAL MEALS EATEN AWAY FROM QUARTERS
ALERT FACILITY RESPONDENTS



AVERAGE EXPENDITURES/MEAL



BREAKFAST MEALS SKIPPED



MAIN DINING FACILITY RESPONDENTS

	DUTY	OFF-DUTY
OVERALL SATISFACTION LEVEL	74%	79%
MOST IMPORTANT ATTRIBUTES	FOOD QUALITY PRICE NUTRITION	FOOD QUALITY PRICE NUTRITION

FLIGHT LINE FACILITY RESPONDENTS

	DUTY	OFF-DUTY
OVERALL SATISFACTION LEVEL	72%	82%
MOST IMPORTANT ATTRIBUTES	CLEAN SPEED NUTRITION	FOOD QUALITY CLEAN PRICE

ALERT FACILITY RESPONDENTS

	DUTY	OFF-DUTY
OVERALL SATISFACTION LEVEL	83%	73%
MOST IMPORTANT ATTRIBUTES	FOOD QUALITY NUTRITION PRICE	FOOD QUALITY VARIETY PRICE

REASONS FOR EATING OUT

MAIN DINING FACILITY RESPONDENTS

	WHY EAT OUT	WHY THIS FACILITY
DUTY DAY		
BREAKFAST	LIKE TO EAT OUT	SAVE TIME
LUNCH	SAVE TIME	SAVE TIME
DINNER	LIKE TO EAT OUT	CONVENIENT LOCATION
OFF-DUTY DAY		
BREAKFAST	LIKE TO EAT OUT	SAVE TIME
LUNCH	LIKE TO EAT OUT	CONVENIENT LOCATION
DINNER	LIKE TO EAT OUT	SAVE TIME/CONVEN- IENT LOCATION

FLIGHT LINE FACILITY RESPONDENTS

	WHY EAT OUT	WHY THIS FACILITY
DUTY DAY		
BREAKFAST	SAVE TIME	SAVE TIME
LUNCH	SAVE TIME	SAVE TIME
DINNER	WANT SPECIAL FOOD	SAVE TIME
OFF-DUTY DAY		
BREAKFAST	SAVE TIME	SAVE TIME
LUNCH	SAVE TIME	RECEIVE SIK/SAVE TIME
DINNER	LIKE TO EAT OUT	SAVE TIME

ALERT FACILITY RESPONDENTS

	WHY EAT OUT	
	DUTY DAY	OFF-DUTY DAY
BREAKFAST	SAVE TIME	LIKE TO EAT OUT
LUNCH	CONVENIENT LOCATION	LIKE TO EAT OUT
DINNER	LIKE TO EAT OUT	LIKE TO EAT OUT

FACILITY STRENGTHS AND WEAKNESSES

MAIN DINING FACILITY (MDF) RATINGS

CLEANLINESS: IMPORTANCE 98%

MDF HAS CLEAN SERVING LINE 77% AGREE, 4% DISAGREE*

MDF HAS CLEAN SEATING AREA 87% AGREE, 6% DISAGREE

FRIENDLINESS: IMPORTANCE 92%

MDF PERSONNEL ARE FRIENDLY 60% AGREE, 12% DISAGREE

ATMOSPHERE IS WARM AND FRIENDLY 44% AGREE,
19% DISAGREE

FOOD QUALITY IS MOST IMPORTANT ATTRIBUTE BUT

MDF HAS FRESH FOOD 46% AGREE, 25% DISAGREE

FOOD IS SERVED AT RIGHT TEMPERATURE 33% AGREE,
33% DISAGREE

MDF IS EFFICIENT: 60% AGREE, 14% DISAGREE

USU. HAVE TO WAIT IN LINE LONG TIME 27% AGREE,
35% DISAGREE

OPERATING HOURS ARE SUITED TO CUSTOMERS' NEEDS FOR:

BREAKFAST 75% AGREE, 23% DISAGREE

LUNCH 65% AGREE, 15% DISAGREE

DINNER 49% AGREE, 26% DISAGREE

MIDNIGHT MEAL 30% AGREE, 11% DISAGREE

* Percentages add to 100% if those responding "Neither agree or disagree" are included.

FACILITY STRENGTHS AND WEAKNESSES

FLIGHT LINE FACILITY (FLF) RATINGS

CLEANLINESS: IMPORTANCE 87%

FLF HAS CLEAN SERVING LINE 67% AGREE, 20% DISAGREE*

FLF HAS CLEAN SEATING AREA 62% AGREE, 10% DISAGREE

FRIENDLINESS: IMPORTANCE 81%

FLF PERSONNEL ARE FRIENDLY 59% AGREE, 18% DISAGREE

ATMOSPHERE IS WARM AND FRIENDLY 48% AGREE,
20% DISAGREE

FOOD QUALITY IS AN IMPORTANT ATTRIBUTE BUT

FLF HAS FRESH FOOD 33% AGREE, 29% DISAGREE

FOOD SERVED AT RIGHT TEMPERATURE 38% AGREE,
44% DISAGREE

FLF IS EFFICIENT: 39% AGREE, 24% DISAGREE

USU. HAVE TO WAIT IN LINE LONG TIME 52% AGREE,
24% DISAGREE

OPERATING HOURS ARE SUITED TO CUSTOMERS' NEEDS.

NEUTRAL TO POSITIVE RESPONSE, YET 43% SKIP BREAKFAST.

* Percentages add to 100% if those responding "Neither agree or disagree" are included.

FACILITY STRENGTHS AND WEAKNESSES

ALERT FACILITY (ALF) RATINGS

CLEANLINESS: IMPORTANCE 98%

ALF HAS CLEAN SERVING LINE 88% AGREE, 3% DISAGREE

ALF HAS CLEAN SEATING AREA 85% AGREE, 8% DISAGREE

FRIENDLINESS: IMPORTANCE 98%

ALF PERSONNEL ARE FRIENDLY 88% AGREE, 3% DISAGREE

ATMOSPHERE IS WARM AND FRIENDLY 70% AGREE,
11% DISAGREE

FOOD QUALITY IS MOST IMPORTANT ATTRIBUTE BUT

ALF HAS FRESH FOOD 23% AGREE, 63% DISAGREE

FOOD IS SERVED AT RIGHT TEMPERATURE 20% AGREE,
60% DISAGREE

ALF IS EFFICIENT: 70% AGREE

USU. HAVE TO WAIT IN LINE LONG TIME 45% AGREE,
40% DISAGREE

OPERATING HOURS ARE SUITED TO CUSTOMERS' NEEDS FOR:

BREAKFAST 75% AGREE, 23% DISAGREE

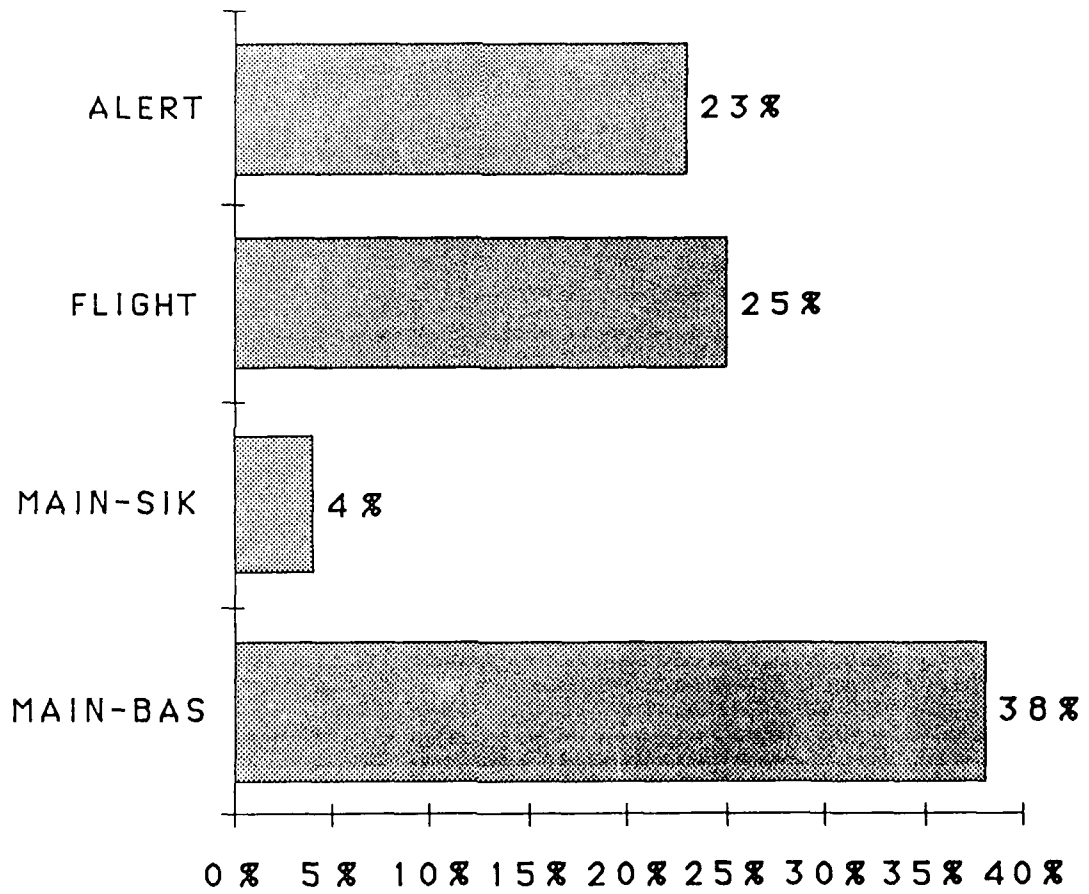
LUNCH 90% AGREE, 6% DISAGREE

DINNER 65% AGREE, 33% DISAGREE

MIDNIGHT MEAL NOT SERVED

* Percentages add to 100% if those responding "Neither agree or disagree" are included.

QUESTIONNAIRE RESPONSE



RECOMMENDATIONS:

FIRST: PAT YOUR PEOPLE ON THE BACK FOR A JOB WELL DONE. THE OVERALL SATISFACTION LEVEL WITH YOUR DINING FACILITIES IS ABOVE 70%. GENERALLY, YOUR FACILITIES AND YOUR PERSONNEL RECEIVED FAIRLY POSITIVE RATINGS. HOWEVER, SOME IMPORTANT TRENDS CAME OUT OF THIS STUDY THAT WARRANT ATTENTION.

THE FLIGHT LINE NEEDS SOME ATTENTION. THEIR SATISFACTION LEVEL ON DUTY DAYS IS LOWER THAN THE OTHER FACILITIES' RESPONDENTS AND NEARLY HALF OF THEM SKIP BREAKFAST. THIS IS A KEY MEAL FOR ANYONE, BUT PERHAPS ESPECIALLY SO FOR THE PERSONNEL PERFORMING THE TYPES OF TASKS FLIGHT LINE PERSONNEL ARE ASSIGNED. THOUGH ALL THREE FACILITIES APPEAR TO SHARE COMMON WEAKNESSES IN THE VIEW OF YOUR PATRONS, THE FLIGHT LINE CONSISTENTLY SCORES LOWER IN SATISFACTION RATINGS THAN THE OTHER TWO FACILITIES, IN CHARACTERISTICS SUCH AS CLEANLINESS AND SPEED OF SERVICE (THE TWO MOST IMPORTANT ATTRIBUTES FOR THOSE RESPONDENTS), FRIENDLINESS OF PERSONNEL.

THE MAIN DINING FACILITY PATRONS SEEM LESS SATISFIED WITH DINNER DINING HOURS, WHICH WAS MENTIONED IN THE FOCUS GROUPS CONDUCTED AT THE START OF THIS STUDY AS WELL. APPARENTLY THEY THINK THE FACILITY CLOSES TOO EARLY FOR THEM TO EAT AT WHAT THEY CONSIDER A NORMAL, ADULT MEAL TIME.

THE ALERT FACILITY IS THE MOST CONCERNED WITH NUTRITION AND YET HAVE THE HIGHEST DISSATISFACTION LEVEL WITH FOOD QUALITY. IN FACT, ALL THREE FACILITIES HAVE A FOOD QUALITY PERCEPTION PROBLEM:

FIRST: SEE IF IT'S A VALID COMMENT. HAS SOMETHING IN YOUR POLICIES (RECEIVING, STORAGE, PREPARATION OR SERVICE) CHANGED IN SOME WAY THAT MIGHT HAVE ADVERSELY AFFECTED YOUR FOOD QUALITY? IF NOT, HAS SOMETHING IN YOUR ACTUAL (NOT EXPECTED) PROCEDURES CAUSED A PROBLEM?

ALSO, YOU MIGHT WANT TO CONSIDER DOING A SMALL QUEUING STUDY, TO SEE HOW LONG YOUR CUSTOMERS REALLY DO HAVE TO WAIT IN LINE, IF IT'S TOO LONG FROM A CUSTOMER PERSPECTIVE, AND WHAT YOU CAN DO TO CORRECT THE PROBLEM. THIS IS ESPECIALLY SIGNIFICANT SINCE YOUR CUSTOMERS COME TO YOU TO SAVE TIME, BUT THE REVERSE SEEMS TO BE OCCURRING. THAT MEANS THEY COME TO YOU BECAUSE OF YOUR LOCATION, NOT THE SERVICE!

HAVING SAID ALL THIS: IF YOU REVIEW THESE PARTS OF YOUR OPERATION AND THEY'RE STILL RUNNING THE WAY THEY OUGHT TO BE, THEN A POSSIBILITY IS YOU NEED TO EDUCATE YOUR CUSTOMERS, BECAUSE EVEN IF YOU DON'T HAVE A PROBLEM, IF YOUR CUSTOMER BELIEVES YOU HAVE ONE, YOU'VE GOT ONE!

SOME POSSIBLE REACTIONS TO THIS SURVEY THAT MAY HELP REDUCE YOUR CUSTOMERS' NEGATIVE PERCEPTIONS OF YOUR OPERATIONS ARE:

1. PUBLISH THE GOOD AND BAD ASPECTS OF THE RESULTS OF THIS STUDY, SHOW HOW PERSONNEL CAN SAVE MORE MONEY (AND HOW MUCH) BY CHOOSING YOUR DINING FACILITIES OVER COMPETITORS.
2. SINCE MCDONALD'S AND BURGER KING TEND TO BE KEY BREAKFAST COMPETITORS, SEE WHETHER THE MENU BOARD CAN RECOMMEND FOODS THAT MIGHT HELP YOUR CUSTOMERS GET BREAKFAST MORE OFTEN, AND MORE CHEAPLY THAN OFF BASE. SINCE PONDEROSA AND MAYFLOWER ARE KEY EVENING COMPETITORS, REVIEW THE POSSIBILITY OF STEAK NIGHTS, THEME NIGHTS, AND/OR FOOD BAR/BUFFET TYPE MEALS OCCASIONALLY.
3. CONSIDER LENGTHENING YOUR DINNER HOURS ON A TRIAL BASIS FOR A MONTH OR SO (I REALIZE THIS MAY TAKE SOME CONTRACT NEGOTIATIONS OR SOME ADJUSTED HOURS FOR MILITARY PERSONNEL) AND TRACK WHETHER YOUR USAGE INCREASES, DECREASES, OR STAYS THE SAME AND BY HOW MUCH. THEN YOU CAN DECIDE IF THE EFFECT ON THAT EXTRA PERCENTAGE OF YOUR CUSTOMERS WARRANTS A PERMANENT OPERATIONAL CHANGE.

4. RECOGNIZE WHAT YOUR CUSTOMERS HAVE POINTED AS YOUR STRENGTHS AND WEAKNESSES FOR EACH FACILITY. CAPITALIZE ON THE FIRST AND DECREASE THE EFFECTS OF THE LATTER.

5. ABOVE ALL, ADVERTISE!!! TELL YOUR PATRONS WHAT YOU'RE DOING, WHAT YOU PLAN TO BE DOING, AND WHY. IT SHOWS THAT YOU CARE ABOUT THEM AND THAT THEIR INPUT COUNTS. YOU MAY FIND YOURSELF WITH MORE CUSTOMER INPUT, YIELDING MORE POSITIVE COMMUNICATION AND BETTER DIRECTED INITIATIVES IN THE FUTURE BECAUSE YOU'LL KNOW YOUR CUSTOMERS NEEDS BETTER.

EDUCATE THEM, IN A FUN WAY, ABOUT HOW YOU GUYS DO BUSINESS: HOW YOU HANDLE FOOD, WHAT FOOD YOU SPEC, HOW AND WHEN YOU DISPOSE OF LEFTOVERS. LET THEM KNOW WHAT PROPER SERVING TEMPERATURES ARE AND WHY. HAVE THEM CALL IT TO YOUR SERVING LINE PERSONNEL'S ATTENTION IF THEY DON'T HAVE A THERMOMETER IN THEIR POCKETS, OR PUT THERMOMETERS IN THE FOOD FACING THE CUSTOMERS, AND ASK FOR THEIR HELP IN NOTING RAISED/LOWERED TEMPERATURES, OR SOMETHING ALONG THOSE LINES THAT IS MANAGEABLE FOR YOU.

YOU MIGHT EVEN CONSIDER INSTALLING A "HOT LINE", SUCH AS 330-FOOD, THAT LETS THEM CALL IN SUGGESTIONS, COMPLIMENTS OR PROBLEMS ANONYMOUSLY ON A DAILY BASIS TO A RECORDING MACHINE. THIS COULD BE GOOD INPUT FOR YOUR OPERATION AND FOR THE MENU PLANNING BOARD AND FOR YOUR EMPLOYEES TO KNOW THE IMPACT THEY HAVE ON THEIR CUSTOMERS.

THESE ARE JUST RECOMMENDATIONS BASED ON THE RESULTS OF CONDUCTING THIS SURVEY ON YOUR BASE. YOU MUST DECIDE WHAT WORKS BEST FOR YOU. HOWEVER, IT'S A STARTING POINT AND IF YOU RUN THE SURVEY AGAIN IN A YEAR OR TWO, YOU CAN TRACK WHAT IMPACT YOU'VE HAD ON CUSTOMER PERCEPTIONS AND OVERALL SATISFACTION LEVELS WITH EACH FACILITY.

THANK YOU FOR YOUR TIME. ARE THERE ANY QUESTIONS?

Works Cited

- Air Force Military Personnel Center. (1982). Quality of Life Survey. Randolph Air Force Base: Personnel Survey Branch.
- Air Force Military Personnel Center. (1986). Air Force Quality of Life Survey and Final Report. Randolph AFB, TX: Personnel Survey Branch.
- Department of the Air Force. (1989). Air Force Pamphlet 146-5, Food Service Managers' Handbook. Washington, D.C.: Department of the Air Force.
- Department of Defense. (1988). DOD Manual 1338.10M, Productivity Improvement Initiative.
- National Restaurant Association. (1987). Consumer Reports on Eating Share Trends. 13-366.
- National Restaurant Association. (1982). How consumers make the decision to eat out, Consumer Attitude and Behavior Survey. Washington D.C.: National Restaurant Association, Research and Information Service Department.

Bibliography

- Air Force Military Personnel Center. (1982). Quality of Life Survey. Randolph Air Force Base: Personnel Survey Branch.
- Air Force Military Personnel Center. (1986). Air Force Quality of Life Survey and Final Report. Randolph AFB, TX: Personnel Survey Branch.
- Anonymous. (1988). Current issues report. Foodservice Industry 2000. 2-28.
- Anonymous. (1988). Overview: Trends in full service restaurants, Restaurant Management. 2. 38-40.
- Burdick, M. (1987). Dining out, Incentive Marketing. 161. 118-122.
- Cadotte, E. R., Turgeon, N. (1988). Key factors in guest satisfaction, Cornell Hotel & Restaurant Administration Quarterly. 28. 44-51.
- Cooke, P. S., Sanson, M., Farbes, D., & Festa, G. (1989). Trends 1989. Restaurant Hospitality. 88-118.
- Craig, W.R., III. (1989). Hennessy travelers' report for 1989. Tyndall AFB, FL: Headquarters Air Force Engineering and Services Center.
- Churchill, G. A., Jr. (1987). Marketing Research: Methodological Foundations. Chicago: The Dryden Press. 453 and 835-857.
- Dawe, J. (1975). Writing Business and Economic Papers: Theses and Dissertations. Totowa, NJ: Littlefield, Adams. 75-86.
- Department of the Air Force. AFM 177-373, Vol. IV, (C1), Basic Allowance for Subsistence (BAS). Tyndall AFB, FL: Headquarters Air Force Engineering and Services Center. (pp. 7-7 to 7-12).
- Department of the Air Force. (1989). Excerpt of draft for AFR 146-7. Tyndall AFB, FL: Headquarters Air Force Engineering and Services Center. Chapter 5.

- Department of the Air Force. (1989). Air Force Pamphlet 146-5, Food Service Managers' Handbook. Washington, D.C.: Department of the Air Force.
- Department of Defense. (1988). DOD Manual 1338.10M, Productivity Improvement Initiative. Washington D.C.: Department of Defense.
- Dunn, W. (1985). The meat and potatoes of eating out, American Demographics. 7. pp. 34, 39 and 47.
- Edinberg, J., Engell, D. (1988). Final report, Hospital Liquid Diet Evaluation, Two-Day Menu. Natick, MA: U.S. Army Natick Research, Development and Engineering Center.
- Greenberg, K. E. (1988). What's hot II, and how it got that way, Public Relations Journal. 44. pp. 20, 24 and 44.
- Headquarters Air Force Engineering and Services Center. (1989). Responding to customer complaints. Food Service Newsletter.
- Headquarters Air Force Engineering and Services Center. (1989). Looking for measures of customer service. Food Service Newsletter.
- Hoyt, B. (1985). NRA's market research group discusses market niches, NRA News. 44.
- Mickler, W.D. (1989). Air Force Pamphlet 146-5, Food Services Managers' Handbook. Tyndall AFB, FL: Headquarters Air Force Engineering and Services Center. 7-38.
- National Restaurant Association. (1987). CREST report. Consumer Report on Eating Share Trends. 13-366.
- National Restaurant Association. (1987). FYI: Foodservice industry: NRA forecasts \$200-billion sales, Military Clubs & Recreation. 9. 6.
- National Restaurant Association. (1987). NRA report: restaurant operations/1987, Military Clubs & Recreation. 9. 10.

- National Restaurant Association. (1986). Consumer Nutrition Concerns and Restaurant Choices. Washington D.C.: National Restaurant Association Research and Information Service Department.
- National Restaurant Association. (1986). CREST report focus: restaurant promotions: with this quarterly CREST report, NRA inaugurates a new format for reporting. NRA News. 6. 40.
- National Restaurant Association. (1986). NRA surveys show people are changing their eating habits. Restaurants and Institutions. 96. 24.
- National Restaurant Association. (1986). The take out market, Consumer Attitude and Behavior Survey. Washington D.C.: National Restaurant Association, Research and Information Service Department.
- National Restaurant Association. (1985). Meal Consumption Behavior. Washington D.C.: National Restaurant Association, Research and Information Service Department.
- National Restaurant Association. (1984). Consumer preferences for ethnic foods in restaurants, Consumer Attitude and Behavior Survey. Washington D.C.: National Restaurant Association, Research and Information Service Department.
- National Restaurant Association. (1984). Consumer Restaurant Behavior: A View Based on Occasion Segmentation. Washington D.C.: National Restaurant Association, Research and Information Service Department.
- National Restaurant Association. (1983). Consumer expectations with regard to dining at atmosphere restaurants, Consumer Attitude and Behavior Survey. Washington D.C.: National Restaurant Association, Research and Information Service Department.
- National Restaurant Association. (1983). Consumer expectations with regard to dining at family restaurants, Consumer Attitude and Behavior Survey. Washington D.C.: National Restaurant Association, Research and Information Service Department.

- National Restaurant Association. (1983). Consumer expectations with regard to dining at fast food restaurants, Consumer Attitude and Behavior Survey. Washington D.C.: National Restaurant Association, Research and Information Service Department.
- National Restaurant Association. (1982). How consumers make the decision to eat out, Consumer Attitude and Behavior Survey. Washington D.C.: National Restaurant Association, Research and Information Service Department.
- National Restaurant Association. (1977). Consumer Reactions to Restaurant Promotions. Chicago: Market Facts, Inc.
- National Restaurant Association. (1977). Consumer Reactions Toward Restaurant Practices/Responsibilities. Chicago: Britt and Frerichs, Inc.
- National Restaurant Association. (1976). Consumer Attitudes Toward Eating Out: Determination of Market Segments. Chicago: Market Facts, Inc.
- Popper, R., Hirsch, E., Leshner L., Engell, D., Jezior, B., & Bell, B. (1987). Final report, Field Evaluation of Improved MRE, MRE VII, and MRE IV. Natick, MA: U.S. Army Natick Research, Development and Engineering Center.
- Redlin, M. H. (1988). A proposal for research on water consumption in the lodging industry: current patterns, costs and conservation efforts. Ithaca, NY: Cornell University.
- Rice, G. D. (1989). Presentation script from Chain Operators Exchange (COEX) 89. GDR Enterprises, Inc.
- Schoenwald, M. (1987). Supermarket take out services tastefully taking on restaurants/fast food chains need improve 'in restaurant experience', Marketing News. 21. 10.
- Siebold, J. R., Meiselman, H. L. (1974). Technical report, Consumer Evaluation of Cash Food Systems: Shaw Air Force Base. Natick, MA: U.S. Army Natick research, Development and Engineering Center.

- Tabacchi, M. H. (1987). Targeting the health conscious consumer, Cornell Hotel & Restaurant Administration Quarterly. 28. 21-24.
- United States Marine Corps Food Service Management Team Patron Survey.
- Wyant, K. W., Meiselman, H. L. (1980). Technical report, USAF Food Habits Study: Part IV, Selections, Quantities Selected, and Perceived Portion Sizes. Natick, MA: U.S. Army Natick Research and Development Laboratories.
- Wyant, K. W., Meiselman, H. L. (1979). Technical report, USAF Food Habits Study: Part III, Weight Gain and Food Preferences of the Overweight. Natick, MA: U.S. Army Natick Research and Development Command.
- Wyant, K. W., Wilkinson, W. C., Meiselman, H. L., Symington, L. E., & Hunn, J. G. (1980). Technical report, Performance, Physiological, and Acceptance Tests of a 1500-KCal Emergency/Assault Food Packet Diet in a Cold Weather Environment. Natick, MA: U.S. Army Natick Research and Development Laboratories.
- Zimmerman, C.E., Jr. (1989). Services Operating Instruction 146-2, Food Service Customer Comments. RAF Chicksands, England: Department of the Air Force, Headquarters 7274 Air Base Group.

Glossary

AIRMEN: in the broadest sense of the word, it means all Air Force members. This is the usage in this paper and applies to both enlisted and officers when used.

AFESC: Air Force Engineering and Services Center. A Separate Operating Agency, which, among other functions, is the Headquarters U.S. Air Force Program Manager for the Air Force Food Service Program. They are responsible for administering and overseeing the activities and direction of those Air Force members assigned Civil Engineering and Services responsibilities. The Services responsibilities include on-base accompanied and unaccompanied housing for the military, appropriated fund dining facilities, linen exchange, furnishings management, and mortuary affairs.

APPROPRIATED FUND FACILITIES: facilities (in this case dining facilities) which exist solely by money provided by Congress directly, through the Service Secretaries, or indirectly, through a reimbursement by a service member to the organization managing the facility. These operations are strictly non-profit and have no external funds available to them for their operation.

BAS: Basic Allowance for Subsistence. A set amount of money given to active duty service members (and Air Force Academy cadets) to provide ability to purchase three meals a day. Usually paid to a member because the person lives somewhere other than Air Force dormitories. The assumption is at least two (2) meals will be consumed away from an appropriated fund facility. In fact, even for airmen living in dorms but on BAS, only one (1) meal per day in any 30-day period is authorized to be consumed in an appropriated facility (since BAS is also appropriated and the primary mission of dining halls is to support those receiving SIK).

NONAPPROPRIATED FUND FACILITIES: operated much as a civilian establishment but at a much lower profit margin (usually referred to as a

surcharge), sufficient only to cover operating expenses and help in funding facility renovation or expansion.

SIK: Subsistence in Kind. Entitlement of a military member to three (3) meals a day, at three (3) separate meal periods, at Air Force dining facilities. It is similar to civilian university seven-day meal plans. Meals not eaten are not reimbursable. SIK is a normal privilege given to airmen living in Air Force dormitories. In accordance with regulation, Squadron commanders can authorize BAS for an airman if it is determined circumstances prevent the airman from eating meals in an Air Force facility.