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Consumer Satisfaction

Robert D. Buchanan


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Evaluating Food Service Establishments...Key Check Points
Consumer Satisfaction

by Robert D. Buchanan, Restaurant, Hotel and Institutional Management Specialist

The manager of a food service establishment and/or the manager and his superior need to take the time to make an overall analysis to determine the results that the organization is actually obtaining. This should be done several times a year. The evaluation should determine how well the food service operation is doing and where improvements should be made. Then some priorities, objectives, methods, and deadlines for improvements can be established.

This is one of a series of pamphlets describing how a person can fairly comprehensively, yet in less than a day, provide an overall evaluation of a food service operation. The key items, or food service conditions, to evaluate under each major category are described. Taken together, the key indicators of general conditions measure the degrees of efficiency (minimal costs) and effectiveness (optimal organizational satisfaction). A major category that has a deficient key indicator should be investigated further, and corrective adjustment should be considered and/or made where appropriate. A discussion of facts by management with the operating personnel is perhaps most needed to develop mutual understanding of the problems. Attainable performance objectives should be jointly established and reviewed at a later date.

If all key indicators are satisfactory in a major category, other aspects of that category are probably being handled with similar care. If all of the key indicators are high, but the profit is not adequate, then it will be necessary to examine the operation for inefficient purchasing and receiving practices, improper menu pricing, inaccurate records or financial statements, inventory method and method of computing the value, production waste, plate waste, security and pilferage, and so forth.

These operational analysis guidelines may be used by the manager of a single food service establishment for self-analysis, or by the unit manager's supervisor.

1. Management Planning, Organizing, and Controlling (HE-202)
2. Personnel (HE-203)
3. Purchasing (HE-204)
4. Receiving, Storage, Issuing, Inventory (HE-205)
5. Food Preparation (HE-206)
6. Food Presentation and Service (HE-207)
7. Maintenance of Building and Equipment (HE-208)
8. Sanitation and Housekeeping (HE-209)
9. Statistical and Ratio Analysis (HE-210)
10. Consumer Satisfaction (this publication)

10. Consumer Satisfaction

The ultimate goal of food managers is to create the best possible consumer dining experience to bring about repetitive business and effective word-of-mouth advertising. Effective consumer evaluations can be important management tools because they reflect what the consumer actually thinks and experiences. They identify problems that need solutions. An effective and successful evaluation program must be made on a regular basis by consumers.

The best way to learn what consumers are thinking and experiencing is to talk to them. Of special concern is to learn of consumer dissatisfaction. The best way to learn of consumer reaction is to have a representative of management circulate throughout the dining area, pouring a second cup of coffee and soliciting opinions of the food and service. Management can train hosts and hostesses, cashiers and service personnel to constantly look for disgruntled consumers. Many food service establishments will go to almost any length to prevent the loss of a consumer because it is estimated that a regular consumer is worth $800 per year.

Once a dissatisfied consumer has left the restaurant it is very difficult to regain his favor. Negative word-of-mouth comments also have devastating effects. Management may delete
unsatisfactory items from the check, pick up a consumer's check, give a free meal for the next visit, or appease the guest before he leaves the facility by a complimentary appetizer, entree or dessert in an attempt to make the situation right. Many organizations have a top level management representative personally answer all specific complaints and include a "Be My Guest" meal card to entice a customer to try the restaurant again.

The operator may wish to monitor consumer acceptance of a new menu item, or a change in decor, or the introduction of wine, or consumer reaction to a new drive-through window. Subject matter is not limited, and the target for a consumer survey questionnaire can be a chain operation or a single unit.

Evaluations can be implemented to:
- pinpoint problem areas
- spotlight outstanding employees
- highlight excelling units
- evaluate management under unsupervised conditions
- test popularity of various menu items
- measure consumer acceptance and preference of prepared foods
- use as a guideline for bonus programs or incentives.

This publication identifies techniques to evaluate consumer satisfaction, namely: (1) a basic consumer questionnaire; (2) open-ended verbal questions; (3) patterned consumer interviews; (4) customer comment cards; (5) consumer evaluation system; (6) consumer preference of prepared foods; (7) popularity of menu items; and (8) other ways to obtain consumer feedback.

**Basic Consumer Questionnaire**
A consumer questionnaire can be completed either by an interviewer or directly by the consumer. A basic consumer questionnaire would consider ten topics evaluated on a one-to-five point scale, as shown in Figure 1.

**Open-Ended Verbal Questions**
The degree of consumer satisfaction can be obtained by asking the following open-ended verbal questions to at least 25 representative consumers:

1. Do you like to eat here or not?
2. Why do you like or not like to eat here?
3. What would you like the organization to provide or do that is not currently being done?
4. How could your meal be made more attractive?
5. What is your overall impression of the food and service?

The interviewer should record and summarize the results of the interview.

**Figure 1**

<table>
<thead>
<tr>
<th>Liked</th>
<th>5 Very</th>
<th>4 Quite</th>
<th>3 Somewhat</th>
<th>2 Not Very</th>
<th>1 Not at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of food</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attractiveness of food</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selection and variety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hot food temperature</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cold food temperature</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree of doneness of meat</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quantity of food</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Courtesy of employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cleanliness of facilities, dishes, utensils</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2 Formal customer surveys should be conducted periodically.
Figure 2

Bobbie McBee’s
1234 Purdue Street
West Lafayette, Indiana 47933

Time of Interview ____________________ Day of Week ____________________ Date ____________________

Hi, I am __________________ conducting a survey for Bobbie McBee’s Restaurant. If you have
about five minutes to answer a few questions, we would very much like to include your opinion to the survey.

1. How often do you normally visit this restaurant during a six-month period? ____________________

2. How would you rate the quality of the meal you had today? ____________________

3. What do you think of the variety of foods offered? ____________________

4. What is your opinion of the preparation of food? ____________________

5. How would you rate the service of the service personnel? ____________________

6. What rating would you give the comfort of the chairs? ____________________

7. Did you have to wait in line to enter the dining room? Yes ______ No ______

8. How would you consider the atmosphere of the dining room? Ordinary ______ Pleasant ______ Unattractive ______

9. How would you rate the noise level in the restaurant? Unnoticeable ______ Annoying ______ Pleasant ______

10. What did you think of the table arrangement? Crowded ______ Uncrowded ______

11. Which of the following types of menus would you prefer to see served in this restaurant?
   More sophisticated at higher prices ______ Less sophisticated at lower prices ______
   Same menu with same prices ______

12. What do you particularly like about this restaurant? ____________________

13. What do you particularly dislike about the restaurant? ____________________

14. Do you find the hours the restaurant is open for service convenient? Yes ______ No ______

15. Where do you live? City ______ State ______ Street ______

16. Approximately how often do you have lunch out each month? ____________________

17. Approximately how often do you have dinner out each month? ____________________

18. What was the total amount of the bill for your party? ____________________

19. Describe the party being interviewed. Number in party ____________________

   Children M ______ F ______
   Teenagers M ______ F ______
   Adults M ______ F ______
   Senior Citizens M ______ F ______

20. How would you rate the value of this meal in relation to cost? ____________________

   Very Good ______ Good ______ Fair ______ Poor ______

Interviewer: ____________________
A more detailed list of open-ended questions is given below. It is important to select a few key questions important to your business and to keep the interview short.

1. What would you say about the waiting time?
2. Did you receive your selection as described on the menu? If not, explain.
3. How did the food look?
4. How did the food taste? Make specific comments describing the taste.
5. Was the temperature of the food proper? (hot, cold, warm, barely warm)
6. Describe the attitude of the food service employees.
7. Describe the appearance of the service employees.
8. Describe the cleanliness of the menu, table, chairs, glasses, silverware, etc.
9. Describe how you obtained desired condiments.
10. Indicate the quantities of food thrown away.
11. What would encourage repeat visits?

**Figure 3**

<table>
<thead>
<tr>
<th>Bobbie McBee's</th>
</tr>
</thead>
<tbody>
<tr>
<td>1234 Purdue Street</td>
</tr>
<tr>
<td>West Lafayette, Indiana 47933</td>
</tr>
</tbody>
</table>

Your comments are greatly appreciated. They help all of us at Bobbie McBee's serve you better. Won't you please complete this card and leave it with the cashier as you leave? Or, if you have a comment you would like brought to my immediate attention, please do not hesitate to ask for me.

Thank you,

Bobbie McBee

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Service Person's Name</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Food Quality**

<table>
<thead>
<tr>
<th>Promptness of Service</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Courteous of Service**

<table>
<thead>
<tr>
<th>Restaurant Cleanliness</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Rest Room Cleanliness**

<table>
<thead>
<tr>
<th>Value</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Additional Comments/Suggestions**

<table>
<thead>
<tr>
<th>Address</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Customer Comment Cards**
Customer comment cards are used to learn strengths and weaknesses, degree of customer satisfaction of specific key items, effect of advertising programs, and to pinpoint problems to a day, time of the day, or even particular employees. The main reason for consumer comment cards is to identify problem areas and respond to dissatisfied consumers. Questions are usually kept to a minimum to increase the number of responses.

Some organizations want to identify problem areas of the major concerns of the business, and utilize the check-type answers to make it simple for the customer to complete and management to tabulate. See Figure 3.

Other organizations do not want to direct the focus of the consumers’ comments. They learn individual perception by providing a blank space for the consumer to mention compliments, problems, or complaints. See Figure 4.

A few restaurants attempt to gather additional information such as: frequency of visits; distance traveled; waiting time; how you were greeted by the host; popularity of menu items; portion size; decor; kind of advertisements seen; what influenced you to visit the restaurant; type of activity prior to coming to the restaurant; why you would/would not recommend the restaurant to others, aspects that would encourage and discourage repeat visits.

Customer comment cards are placed on the table or are available at the cash register; cards are left at the cashier's station, dropped in a box, or mailed. Comments are tabulated and reviewed by high level management, and specific complaints are personally answered.

**Consumer Evaluation System**
A rather extensive evaluation form can be completed by a representative sample of consumers. Topics that might be included in a comprehensive evaluation are:

- Facility and Appearance
  - outside
  - inside
  - general layout and flow
  - rest rooms
  - lighting
  - noise level
- Service
  - hygiene
  - appearance
  - manners
  - follow-up
  - suggestive selling
  - waiting time
  - condition of menu
- Food
  - received as described
  - overall appearance
  - garnish
  - taste
  - temperature
  - freshness
  - size/cost value
- Management
  - circulating
  - available

**Consumer Evaluation of Food Preferences**
**The Hedonic Scale Method.** Food items can best be evaluated by actual consumer acceptability and preference. Prepared foods should be served during the customer evaluation period in the regular and normal manner of the establishment. This method is suggested in preference to a trained panel, as the trained panel serves as an analytical tool to replace the objective method.

As the ultimate success of the business lies with the desires of the customer, it is strongly
recommended that customer reaction and preferences be solicited first. Experience has shown that customer evaluation serves as a better predictor of the acceptability of convenience foods than panels composed of traditionally trained staff members, whose opinions and preferences may not represent the target market. The trained panel is carefully selected, highly trained, and hypercritical as compared to the general customer. Distribution of age, sex, income, and general intelligence will reflect the customer population only by accident. Baker et al. (*J. Food Sci.*, 26: 377-385) correctly concluded that a point of prime importance in all customer acceptance testing compared to the trained panel is that the direction of preference is not specific and that many customers are indifferent to the characteristic being tested.

The consumer evaluation method and/or form should be kept brief and simple. The hedonic scale method has proved a very useful tool in food research. Consumers should evaluate four menu categories at one time on a nine-point hedonic scale, after they have finished the meal. The consumer evaluation scale is shown in Figure 5. Numerical values would range from “like extremely” = 1 to “dislike extremely” = 9. The instructions on the consumer evaluation scale have two functions: to describe the mechanism of the evaluation, and to encourage freedom of response.

The intent is to have the consumer’s answer on the basis of his first impression and, to a considerable extent, his feelings. The hedonic scale method is predicated on the belief that direct response is more valid for predicting actual consumer behavior toward food than

**Figure 5**

**Consumer Evaluation**

Date ________________________________ Time ________________________________

Product ________________________________

Check how much you like or dislike each food item. Use the appropriate scale to show your attitude by checking at the point that best describes your feeling about the food item. Remember you are the only one who can tell what you like. An honest expression of your personal feelings will help us.

<table>
<thead>
<tr>
<th>Hot hors d'oeuvres CODE 459</th>
<th>Beef Burgundy CODE 667</th>
<th>Hard roll CODE 619</th>
<th>German chocolate cake CODE 347</th>
</tr>
</thead>
<tbody>
<tr>
<td>Like</td>
<td>Like</td>
<td>Like</td>
<td>Like</td>
</tr>
<tr>
<td>Extremely</td>
<td>Extremely</td>
<td>Extremely</td>
<td>Extremely</td>
</tr>
<tr>
<td>Like</td>
<td>Like</td>
<td>Like</td>
<td>Like</td>
</tr>
<tr>
<td>Very Much</td>
<td>Very Much</td>
<td>Very Much</td>
<td>Very Much</td>
</tr>
<tr>
<td>Like</td>
<td>Like</td>
<td>Like</td>
<td>Like</td>
</tr>
<tr>
<td>Moderately</td>
<td>Moderately</td>
<td>Moderately</td>
<td>Moderately</td>
</tr>
<tr>
<td>Like</td>
<td>Like</td>
<td>Like</td>
<td>Like</td>
</tr>
<tr>
<td>Slightly</td>
<td>Slightly</td>
<td>Slightly</td>
<td>Slightly</td>
</tr>
<tr>
<td>Neither Like</td>
<td>Neither Like</td>
<td>Neither Like</td>
<td>Neither Like</td>
</tr>
<tr>
<td>Nor Dislike</td>
<td>Nor Dislike</td>
<td>Nor Dislike</td>
<td>Nor Dislike</td>
</tr>
<tr>
<td>Dislike</td>
<td>Dislike</td>
<td>Dislike</td>
<td>Dislike</td>
</tr>
<tr>
<td>Slightly</td>
<td>Slightly</td>
<td>Slightly</td>
<td>Slightly</td>
</tr>
<tr>
<td>Dislike</td>
<td>Dislike</td>
<td>Dislike</td>
<td>Dislike</td>
</tr>
<tr>
<td>Moderately</td>
<td>Moderately</td>
<td>Moderately</td>
<td>Moderately</td>
</tr>
<tr>
<td>Dislike</td>
<td>Dislike</td>
<td>Dislike</td>
<td>Dislike</td>
</tr>
<tr>
<td>Very Much</td>
<td>Very Much</td>
<td>Very Much</td>
<td>Very Much</td>
</tr>
<tr>
<td>Dislike</td>
<td>Dislike</td>
<td>Dislike</td>
<td>Dislike</td>
</tr>
<tr>
<td>Extremely</td>
<td>Extremely</td>
<td>Extremely</td>
<td>Extremely</td>
</tr>
</tbody>
</table>
are responses which depend more on reasoning and emphasize the intellectual approach; i.e., one involving conscious reasoning and judgment.

Four different food items from four food categories could be evaluated at one time by this method. This process would be repeated four times (probably on different days and by different consumers) to evaluate the same type food items from four different suppliers. An alternative method would be to present the same type of food item from four manufacturers in succession, ask the customer-evaluator to decide how much he likes or dislikes each one, and mark the scale accordingly.

The major advantages of using the hedonic scale are:
— Its simplicity makes it suitable for use with a wide range of population.
— Consumers can respond meaningfully without previous experience.
— The data can be handled by the statistics of variables—an advantage inherent in rating scale data.
— In contrast to other methods, within broad limits the results are meaningful for indicating general levels of preference.

**Number of Evaluations.** It is best to work with an experimental population that truly represents the target market of the food establishment. About 75 customer evaluations are adequate to select most important differences if taken randomly (say every fifth customer) throughout the serving period. The use of larger numbers of people will improve discrimination.

**Psychological Controls.** A customer-evaluator will respond to the total situation. A person's rating of a food item reflects not only his feeling, comprised of many factors, both transitory and relatively permanent but generally some irrelevant to the purposes of the evalua-

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**Figure 6**

**Triangle Test Difference Analysis**

Date ____________________________ Time ____________________________

Product __________________________________________________________________

Instructions: Here are three samples for evaluation. Two of these samples are duplicates. Separate the odd sample for difference only.

<table>
<thead>
<tr>
<th></th>
<th>(2) Check Odd Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Sample</td>
<td></td>
</tr>
<tr>
<td>413</td>
<td></td>
</tr>
<tr>
<td>826</td>
<td></td>
</tr>
<tr>
<td>245</td>
<td></td>
</tr>
</tbody>
</table>

(3) Indicate the degree of difference between the duplicate samples and the odd sample.

Slight ____________________________ Much ____________________________

Moderate __________________________ Extreme ____________________________

(4) Acceptability

Odd sample more acceptable ____________________________

Duplicate samples more acceptable ____________________________

(5) Comments
tion. This is the reason for attempting to keep the situation as constant and normal as possible, keeping it quiet and comfortable and eliminating outside pressures.

Such code designations as 1, 2, 3, 4; X, Y, Z; or A-1 are likely to have acquired meanings which could influence decisions. This source of error can be eliminated by the use of three digit-codes generated from a table of random numbers for each item tested.

The products evaluated should be uniformly presented for each test. Important factors to consider are: same portion size, consistently merchandising and garnishing the food in the normal manner, and the products served and consumed at the correct serving temperatures. Care must be taken to provide a uniform background from test to test using the same room, plates, knives, atmosphere, same degree of noise level and temperature.

The personnel administering the evaluation must be carefully impersonal and neutral. Giving any hint of the expected results must be avoided. The evaluator should be instructed to avoid discussion about the products being evaluated. Personnel should let the customer know that they are pleased to have them evaluate (this is good for motivation), and will be no less pleased whatever the results. Education of the entire organization is the best solution, so that an evaluator won't be influenced by someone's opinion during the test: “It's the best beef burgundy I've ever tasted.”

**Difference Tests.** In some instances management may want to learn if customers can actually tell the difference between products such as made-on-the-premises items compared to convenience items, or which product has textured protein added, and in preference testing at the customer level.

In the **Triangle Test,** three coded samples are presented to the customer. He is told that two samples are identical and he is asked to indicate the odd one. (See Figure 6.) If the customer is unable to detect the odd sample, it is assumed there is no difference between the samples and, thus, no preference for one over the other. Figure 6 shows a sample questionnaire and example of the triangle test difference analysis.

In the **Paired Comparison Test,** a pair of coded samples represent the standard or control. The customer is asked to indicate which item has greater or lesser degree of intensity of a specific characteristic—such as, sweetness and hardness. If more than two treatments are being considered, each treatment is compared with others in the series. Customers can also be asked which of the two samples have the better appearance, which tastes better, which has the more pleasing aroma, and which has the better texture. Figure 7 shows an example of a paired comparison preference questionnaire.

The unpublished thesis by Sandra Kay Lowry provides an excellent illustration of utilizing the difference tests. She set up a research method of identifying acceptance levels for varying percentages of soy protein in meat loaf, chili, and beef patties. She investigated the consumer reaction to 30 percent soy protein to higher and lower levels. A taste panel consisted of high school students eligible for the Type A lunch. The factors examined included flavor, texture, aroma, and appearance. A triangular test and a paired comparison test were used to collect the data. Her study showed the most significant factor identified was the aroma. The least acceptable quality was produced by the aroma of the textured vegetable protein.

**Figure 7**

<table>
<thead>
<tr>
<th>Paired Comparison Preference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date ____________ Time ____________</td>
</tr>
<tr>
<td>Product ____________________________</td>
</tr>
</tbody>
</table>

INSTRUCTIONS: (A) Here are two samples; indicate which sample you prefer.

622 244

(B) Indicate the degree of preference between the two samples.

Slight ____________

Moderate ____________

Much ____________

Extreme ____________
Popularity of Menu Item
Each menu entree is ranked by the categories of like, acceptable, dislike. Sub-categories for each menu item evaluated as like, acceptable, dislike are flavor, degree of doneness, tenderness, moisture content, freedom from grease. The results serve to indicate menu item popularity and the degree of specific preparation problems. Figure 9 illustrates how consumer opinions can be obtained.

Other Ways to Obtain Consumer Feedback
Consumer feedback is obtained by comments to personnel, letters, surveys (telephone and mail), manager's circulating to obtain the pulse of consumers, probing employees privately or at general meetings, and soliciting opinions from friends of the restaurant.

Summary
The foregoing examples of consumer evaluation techniques show how management can become more aware of problems and areas that need improvement and take the necessary steps to correct them. Frequently, food service managers are so preoccupied with "day-to-day" operations and are so familiar with the operation that they are unable to see what the consumer sees. The concept of regular consumer evaluation keeps management abreast of problem areas that exist through constant communication with consumers. These methods of evaluation help spot problem areas which consumers may experience, but again, which may be unknown to management.

Figure 8

<table>
<thead>
<tr>
<th>Food Item</th>
<th>30% level of textured vegetable protein and 20% level</th>
<th>30% level of textured vegetable protein and 40% level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Distinguish between (Triangle Test)</td>
<td>Preference (Paired Comparison)</td>
</tr>
<tr>
<td>Meat Loaf</td>
<td>No</td>
<td>No statistical significant difference for flavor, appearance, texture and aroma</td>
</tr>
<tr>
<td>Chili Con Carne with Beans</td>
<td>No</td>
<td>No significant difference for flavor, appearance and aroma with a tendency to prefer 30% level for texture</td>
</tr>
<tr>
<td>Meat Patties</td>
<td>Yes</td>
<td>No statistically significant difference. Trend toward the 20% level for flavor</td>
</tr>
</tbody>
</table>

Adapted from an unpublished Master's thesis by Sandra Kay Lowry, "A Study of the Acceptance of Textured Vegetable Protein in Ground Beef Products," Department of Restaurant, Hotel and Institutional Management, Purdue University, 1973.
Figure 9

Please evaluate the product served rather than your personal preference. Do you like the way we prepare...

<table>
<thead>
<tr>
<th></th>
<th>Like</th>
<th>Acceptable</th>
<th>Dislike</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roast Beef</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flavor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree of doneness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tenderness</td>
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Other Publications, Catalogs, Correspondence Courses
National Restaurant Association
One IBM Plaza, Suite 2600
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Educational Institute of the American Hotel and Motel Association
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