

**Morgan Stanley /
Dean Witter**

New York, NY

*prepared by
Clevenger Frable LaVallee Inc.*

partial view of servery



project data

Population:	3500
Customer Counts at Lunch:	1,200 - 2,000
Number of Dining Seats:	525
Foodservice Equipment Cost:	\$220,000
Usage:	Multi-Tenant
Serving Area:	3,800 SF

situation analysis

The cafeteria serving area was operating beyond its designed capacity at lunch. Some of the problems included:

- ⊗ Space allocation to the various points of service was not proportionate to their sales contribution.
- ⊗ The high percentage of "made to order" employee - served points of service reduced servery "thru-put".
- ⊗ The customers had few options for circulation. The result was congestion, delay, confusion over what line to stand in and high levels of customer inconvenience.

the challenge

Solving all the problems referenced above within the same footprint of space.

project strategy

Clevenger Frable LaVallee carefully evaluated peak luncheon demand including:

- ⊗ Menu category sales mix.

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- ⊗ Service rates at each point of service.
- ⊗ The relation of existing space allocation to sales mix for each point of service.
- ⊗ In collaboration with the Operator and Owner, determine what, if any, additional points of service were to be included in the improvements to the serving area.

solution

- ⊗ Craft a design that would allocate space on the basis of sales contribution.
- ⊗ Propose a design that would provide the customer with additional circulation options and improve levels of customer convenience. Incorporate one additional flexible point of service to support a number of menu categories that could operate in an attended or self service mode.
- ⊗ Propose a remote order entry system allowing customers to order deli and wrap sandwiches at remote, customer activated terminals. The assembly/pick up station for deli/wrapped sandwiches is positioned beyond the cashiers in the location of a former condiment station in a way that allows the customer to pick up the sandwich just after paying the cashier for it.

results

The complete renovation of the serving area resulted in a facility that exceeded everyone's expectations, especially the customers. The renovated facility provided additional choices for the customer in terms of increased menu variety and circulation. Space was allocated to points of service on the basis of their sales contribution. Merchandising "platforms" were created for retail presentation of menu items. The implementation of the remote order entry system proved to be the key to the success of the project.

