

Goat's Head Pub Marketing Plan

Worcester Polytechnic Institute
Interdisciplinary Qualifying Project

Advisor: Professor Erwin Danneels

Rachel Wallace

Christopher Noble
A & B Term 2009

1. Abstract

The Goat's Head Pub at Worcester Polytechnic Institute has taken great strides over the past few years to improve on its poor opening performance. The goal of our Interdisciplinary Qualifying Project is to evaluate the current performance of the restaurant and develop a marketing strategy to increase its popularity. With the help of the WPI community and consortium schools, we examined all options to make the restaurant a sustainable source of income for Chartwell's, and a "hot spot" for the WPI community.

2. Acknowledgements

We would like to thank everyone who has helped with our project.

First, we would like to thank Brain Meaney, the manager of the Goat's Head Pub, for providing us with all of the helpful information and for guiding us as to what he would like to see come out of our project.

Next, we would like to thank the bartenders, Nikki and Jeff, for proving valuable input and feedback about the restaurant.

Additionally, we would like to thank the Goat's Head Committee for their cooperation and valuable input.

We would also like to express our gratitude toward the programming coordinators, Lauren Ketschke and Joe Sima, for all the hard work they put into the restaurant to have regularly scheduled entertainment.

Also, we would like to acknowledge those who interviewed about College of the Holy Cross, as well as all seventeen WPI students that kindly offered their time to be interviewed to contribute to this project.

Thank you to Jim McLaughlin and Joe Kraskouskas for making our project a reality, and for being very flexible as to where the project can go in the future.

Lastly, we would especially like to express our sincere gratitude to our advisor, Erwin Danneels, for guiding us through the whole IQP process.

3. Table of Contents

1. Abstract.....	2
2. Acknowledgements.....	3
3. Table of Contents.....	4
4. List of Figures.....	6
5. List of Tables.....	7
6. Executive Summary.....	8
7. Introduction.....	9
8. Background.....	10
9. Methodology.....	11
9.1 Performing Secondary Research.....	11
9.2 Conducting Interviews of WPI Students.....	12
9.3 Conducting Interviews of other Campuses Pubs.....	13
9.4 Analyze Data.....	14
9.5 Put together a proposal.....	14
10. Literature Review.....	15
10.1 Dining Habits of College Students.....	15
10.2 Marketing Strategies.....	20
10.3 Delivery Research.....	21
10.4 Goat's Head Performance Year to Date.....	23
11. Results and Discussion.....	26
11.1 Secondary Research Results.....	26
11.2 On-Campus Interview Results.....	26
11.3 Benchmark Review Results.....	30

12.	Conclusion and Recommendations.....	31
12.1	Suggestions.....	31
13.	References & Appendices.....	35
13.1	References	35
13.2	Appendices:	37
13.2.1	Data from GHP	37
13.2.2	Interviews and Field Notes	39
13.2.3	Benchmark Reviews	43
13.2.4	Student Suggestions	45

4. List of Figures

Figure 1: Methodology Flow Chart	11
Figure 2: Dining Options	15
Figure 3: Off Campus Restaurants.....	16
Figure 4: Purchasing Trends	18
Figure 5: Importance of Nutrition Facts	18
Figure 6: On-Campus Dining Facilities Options	19
Figure 7: Meal Plans	20
Figure 8: Methods for Ordering Food.....	22
Figure 9: Goat's Head Decorations.....	23
Figure 10: Goat's Head Ordering Station	24
Figure 11: Comparison Meal Plan Usage by Type	24
Figure 12: Percentage Increase of Meal Plan Usage by Type	25
Figure 13: Traffic Flow by Category	27
Figure 14: Order Type by Category	28
Figure 15: Entertainment Popularity by Category	29
Figure 16: 2008 Meal Plan Usage by Type	38
Figure 17: 2009 Meal Plan Usage by Type	38

5. List of Tables

Table 1: Interviewees by Category	13
Table 2: Average Number of Visits per Week.....	27
Table 3: Order Type by Category	28
Table 4: Entertainment Popularity	29
Table 5: Meal Plan Usage in 2008.....	37
Table 6: Meal Plan Usage in 2009.....	37

6. Executive Summary

The goal of this project was to come up with recommendations to increase business at the Goat's Head Pub. This included research into a delivery system as well as ways to increase usage of the Pub. We first looked at college student eating habits using secondary research. Next, we looked at Pub data and conducted interviews to gain direct input into student wants and needs. We obtained many specific suggestions, ranging from decorations to the menu. Students overall have seen major improvements in food, service, and entertainment, but also agree that there is still much more room for improvement. Entertainment, although it is enjoyed, is not a draw in and of itself. Types of entertainment, and the timing of the events could make a difference towards improving its popularity; but it should not be the overall focus of the Pub. Our main conclusion regarding a delivery system is that it would not be effective because there are too many options that offer the same products which are regarded as either better quality or lower price. We also concluded that the main focus of what college students are looking for out of a college pub is a variety of good meals and drinks for affordable prices. Students also prefer not to spend a lot of time at the pub. Therefore, the main focus of improvements in the future should be based upon food, drinks, and service.

7. Introduction

The Goat's Head Marketing Plan Interdisciplinary Qualifying Project came to be as a result of the Student Government Association and its involvement with the new restaurant on campus. The Goat's Head Pub has really struggled to gain a foothold on this campus since its opening. The IQP's intent is to develop a marketing plan for the restaurant that helps promote the events and services provided at the unique on campus attraction.

The restaurant has really struggled up until very recently to have a steady traffic flow and a steady customer base. We hope to market the Goat's Head to off-campus students and people who usually don't frequent other on-campus dining. Also involved in this marketing plan will be something that will promote the delivery service and the full service bar. We will also look to increase the publicity of the events, like comedians and trivia to drive more traffic into the restaurant.

Our overall goal is to eradicate all of the stigmas associated with the restaurant and have the WPI community recognize the potential that the restaurant has. More specifically, we would like to increase the use of the bar and the use of the delivery service. We will consider ourselves successful if the pub increases sales while not cannibalizing the business from other on-campus dining locations.

8. Background

The Goat's Head Pub originally opened its doors in the fall of 2007. The restaurant struggled initially to attract any business. The food was sub-par, the prices were too high, and the atmosphere was very uninviting. Throughout the year, the general opinion of the pub became more and more negative. The restaurant was attracting very little business and it looked like the restaurant would have to either close or take drastic measures to change itself.

The management of the restaurant worked very hard over the summer of 2008 to make several changes and improvements to all aspects of the establishment. The biggest change that was stressed to the undergraduates was the fact that the menu selection was changed and the prices were lowered.

This change was well received originally, but nothing was done about the atmosphere and nothing was even in the planning stage to help improve the rest of the restaurant. The undergraduates became frustrated once again with the overall quality of the Goat's Head. The wait staff was slow, the food was not much better than other on-campus dining locations, and the hours were not conducive to anyone on this campus. The Goat's Head, again, needed a lot of help.

The Student Government Association set up an ad-hoc committee to address the concerns of the undergraduates and to help make improvements to the pub. The committee examined all aspects of the restaurant from the menu to the management to the décor. The management and staff were completely revamped, and a new restaurant manager was hired, Brian Meaney. The restaurant was decorated over this past summer with old WPI memorabilia and the wait staff was all let go in favor of a Panera style ordering system.

This academic year has been the most successful for the restaurant by far. The decorations have been very well received and there are plans to bring even more to the restaurant. The menu is much more satisfying but it is still slightly over-priced. Residential Services and Dining Services have incorporated the Goat's Head into all meal plans offered by the university. The service is much faster, and students no longer have to tip.

The restaurant has come a long way, but there is still a lot left to be done to ensure its sustainability and its marketability to all of on-campus and off-campus.

9. Methodology

The goals of this project were to redevelop the marketing plan for the Goat's Head Pub in order to increase sales and usage. By using multiple methods of collecting data, we developed a strong understanding of the usage of student pubs and restaurants as well as the general tendencies of college students in terms of their dining habits.

Objectives we wish to achieve:

- 1.) Increase bar sales
- 2.) Develop and implement a delivery system
- 3.) Increase general awareness and publicity on campus
- 4.) Increase overall sales
- 5.) Improve usage methods

Our overall methodology followed a phase system as depicted in the figure below.

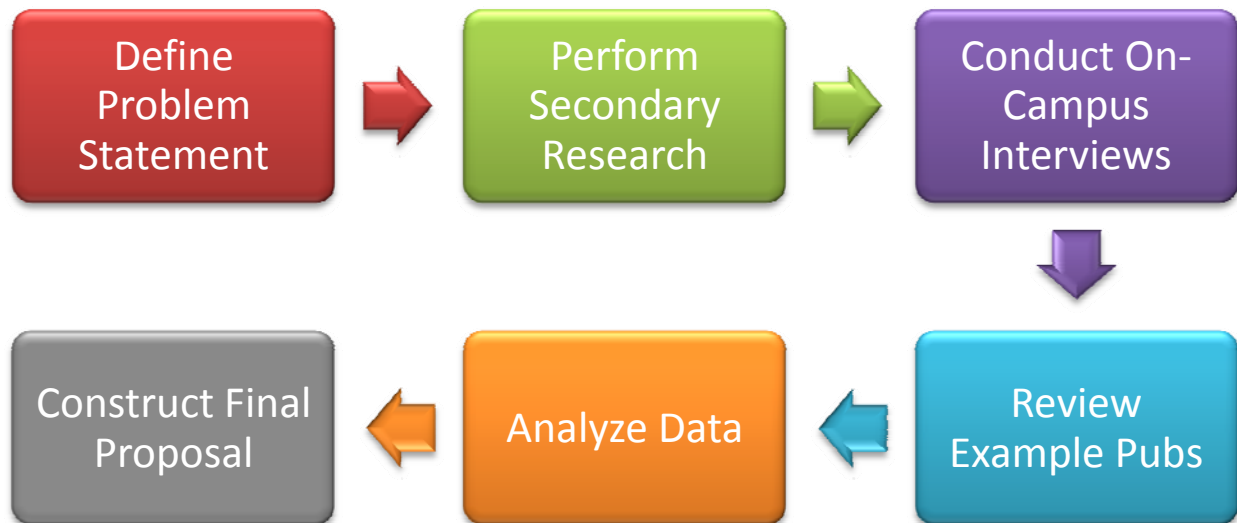


Figure 1: Methodology Flow Chart

We reached a final proposal by doing the following:

9.1 Performing Secondary Research

Beginning this project, a lot of time had to be put into conducting secondary research into a variety of topics such as marketing, student dining trends as well as ordering. Online research included a research consultation at the on-campus library as well as conducting research on our

own using EBSCO host and other reputable online sources. We also emailed Technomic, an experienced food industry consulting and research firm, and they provided us with multiple valuable resources and results of related studies that we relied on for this project. Other research included borrowing materials from other schools through the inter-library loan.

9.2 Conducting Interviews of WPI Students

Interviews are one of the most valuable resources of gathering opinions and data that could pertain directly to our current situation on campus. We could then find out exactly what students on this campus are looking for or what would be of more use than what is currently being provided.

The main part of our data came from students in the WPI community. Their insight was extremely helpful and many of their suggestions are taken into consideration in the Conclusions and Recommendations section. The following questions were asked of the interviewees on our campus:

- Name & date/time of interview:
- Year:
- On/Off Campus:
- On/Off Meal Plan:
- Over/Under 21 years of age:

Questions:

- 1.) Do you ever go to the Goat's Head Pub?
- 2.) How often would you say you go?
- 3.) Who do you go with?
- 4.) What time do you usually go?
- 5.) Do you tend to order drinks or food?
- 6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?
- 7.) Are there any changes you would make?
- 8.) What are your thoughts on a delivery system? Would you use it?

Additional notes:

The individuals we intend to poll are shown in the table below. They are divided into the categories in which they fit.

Criteria	On-Campus	On-Campus	On-Campus	On-Campus
	On Meal Plan	On Meal Plan	Off Meal Plan	Off Meal Plan
	Under Legal Drinking Age	Over Legal Drinking Age	Under Legal Drinking Age	Over Legal Drinking Age
Person 1	JM	JU	JK	MR
Time Slot	4 PM Thursday	6 PM Friday	7 PM Thursday	7 PM Friday
Person 2	MC	MD	ED	GC
Time Slot	6:30 PM Monday	7 PM Monday	9 PM Monday	7 PM Friday
Criteria	Off-Campus	Off-Campus	Off-Campus	Off-Campus
	On Meal Plan	On Meal Plan	Off Meal Plan	Off Meal Plan
	Under Legal Drinking Age	Over Legal Drinking Age	Under Legal Drinking Age	Over Legal Drinking Age
Person 1	JM	CM	MK	AV
Time Slot	4 PM Friday	5 PM Thursday	8 PM Friday	6 PM Friday
Person 2	NS	JC	GR	MP
Time Slot	5 PM Friday	5 PM Tuesday	6 PM Thursday	5 PM Friday

Table 1: Interviewees by Category

9.3 Conducting Interviews of other Campuses Pubs

Off campus interviews were also performed at popular locations at the College of the Holy Cross. Their thoughts and opinions were taken into consideration when we were trying to draw out student dining trends as well as ideas from outside of WPI. The following questions were asked of students on other campuses as a base of the interview, to be elaborated upon from there:

- How long has the establishment been around?
- How does not having Greek life on your campus affect the types of groups of people that go?
- Who is it run by?
- What type of specials do they run?
- What keeps people coming down?
- What's the average attendance on popular/unpopular nights?
- What are the prices like?
- Is it only beverages or can you get food too?
- How is it advertised and where is it located on campus? Is it convenient to reach?
- Do they only serve beer and wine or do they serve hard alcohol as well?
- What is there for entertainment other than beverages?

- How is it decorated?
- Is it a large, open space or is it more enclosed and intimate?
- What is the lighting like?
- What is music like? What types of music do they play and what kind of variety like?
- Is there a dance floor or do people dance at all?

9.4 Analyze Data

The data for this IQP consists of primarily open ended answers to interview and polling questions, whether we researched the data or collected it ourselves. A large variety of studies have been done at other college campuses and a majority of their analyzed data could apply to our current situation. Gathering their research and reading through all of the data and statistics and figuring out what applied to the Goat's Head Pub was necessary to gain a better understanding of students' dining wants and needs.

Studying data collected at other schools across the country helps in a broad sense but we also had to take polls and interview individuals in order to obtain more specific information to our current situation at WPI. Our campus is very unique compared to most other campuses in the United States.

We were able to draw from all sources to notice trends and develop our overall proposal of a series of suggestions for the Goat's Head Pub.

9.5 Put together a proposal

Through our final proposal we hope to implement marketing and usage strategies to improve the Goat's Head Pub using all of the data we have collected. These suggestions should help us meet and improve our objectives as listed above.

10.Literature Review

Developing a marketing plan for the Goat's Head Restaurant involved many facets of research, including conducting a review of literature related to our project. The search terminology for our research revolved around "campus dining," "student pubs," "student restaurants," "college food" and "restaurant marketing." Our research provided us with a copious amount of secondary data and a strong insight into student and college restaurants.

Through our research, we found four categories into which we focused our efforts. The first is the Dining Habits of College Age students. Here, we explore what students look for in their food selection. Next, we explored marketing strategies for small businesses to help market the restaurant to all of campus and some places close to campus. Third, we focused on the delivery aspect of restaurants and what drives college age consumers. Lastly, we examined data from the Goat's Head Pub to evaluate its successes for this year so far.

10.1 Dining Habits of College Students

A very valuable study that we found through our searches examined all facets of collegiate dining. American Express conducted a study of college students entitled "The College and University Consumer Trend Report." This study surveyed 1500 college men and women from several colleges and universities about all aspects of their dining habits. One such example is where students like to get their food.

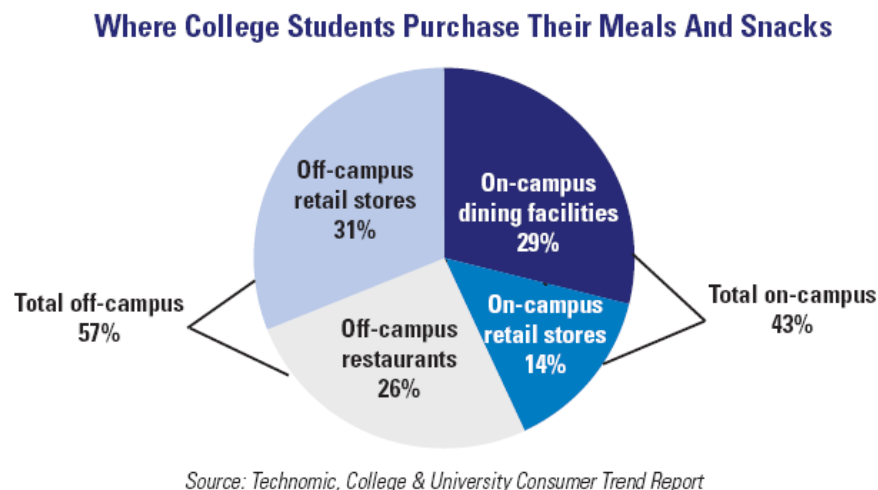
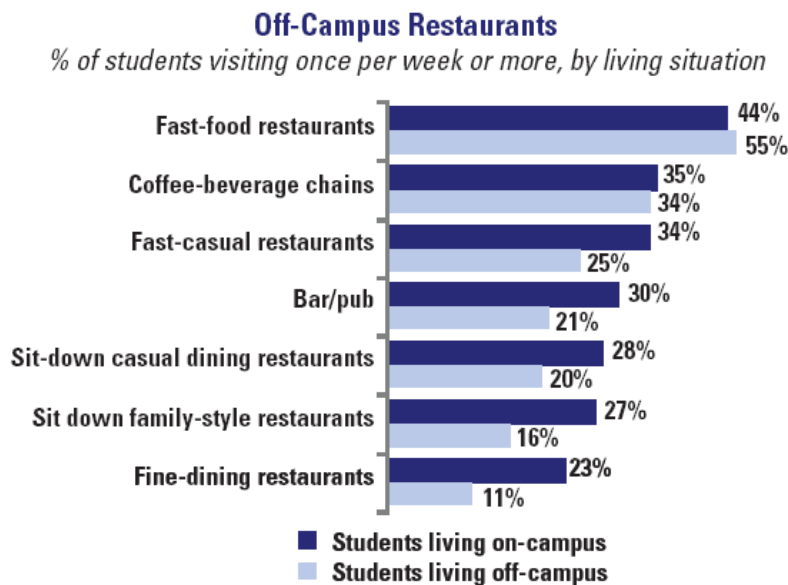


Figure 2: Dining Options

Many college men and women get their food from off-campus locations. The majority of food and snacks are actually purchased off-campus and the Goat's Head Restaurant could greatly benefit from any portion of the off-campus business.

The American Express study also surveyed students about what style of eating establishment they preferred if they went off-campus. The study showed that a Pub style atmosphere was about half way down the list in terms of what students preferred. The following chart shows the results of the survey.



Source: Technomic, College & University Consumer Trend Report

Figure 3: Off Campus Restaurants

One of the reasons that the Goat's Head Pub may not have been as successful as everyone had imagined is because of the style of restaurant. According to the study, students prefer to go to fast food or fast casual restaurants instead of bars. People on college campuses don't have a lot of time during the day or at night to go and spend a lot of time at restaurants. Fast-Food restaurants attract more people on college campuses because the food is cheap and people can get it and eat it very quickly and not waste a lot of time. Students living on-campus prefer a bar or pub style atmosphere more so than those who live off-campus mostly because of the age difference. People who live off-campus are typically older and can go to a bar at any point in time. Students living on-campus have a harder time getting away from campus and when they do, a bar or a pub is not something that they get to visit very often. The study actually made some business suggestions.

Most students are already visiting coffee chains to study. If you are trying to reach a student population, consider creating a similar atmosphere, with quiet music, WiFi access and a relaxing ambiance, to help drive traffic. Variety is a strong driver for students when deciding where to purchase food and beverages. Sampling is a great way to wet their appetites as well. Make sure to regularly rotate your menu and provide seasonal limited-time offers, mix-and-match and à la carte items if you want to underscore variety and keep student customers content. These days, more students may be just scraping by, financially. Focus on strengthening your value proposition—whether it be through lowering absolute costs, improving variety and quality, creating bundling strategies, etc.—to hit upon what resonates most with student customers who are counting every penny.¹

The market brief also explored general eating habits between men and women and the general feel for different ordering options. The whole report costs about \$7000.00, so we decided to manage with the free portion of the report. The Chartwell's management can look into purchasing the full report, but at this time does not have the full report at its disposal.

The National Association of College and University Food Services (NACUFS) was also a sponsor of the study conducted by Technomic. The study surveyed 1500 undergraduates from colleges and universities nationwide. NACUFS was able to contribute questions to the online survey and their particular questions and answers are targeted more specifically toward our project regarding the Goat's Head.

One question that was asked in the survey was whether or not students are purchasing their food from on or off-campus locations and how that trend has changed over the last year. The results are shown in the figure below and it is evident that in WPI's case, the main competition for Chartwell's is the wide variety and availability of food in Worcester.

¹ (MarketBrief 2009, 6)

Compared to one year ago, are you purchasing food/beverage more often, less often, or the same amount at the following places?

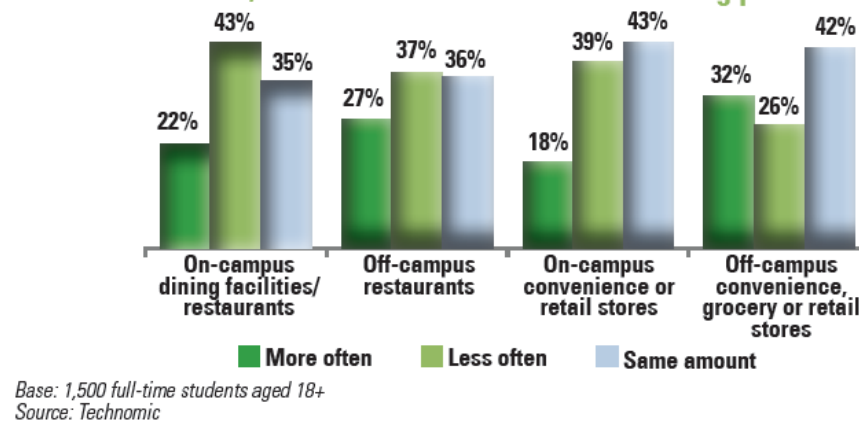


Figure 4: Purchasing Trends

The trend of this data shows that students may be trying to save money in a down economy by purchasing food and snacks at grocery stores and retail stores. Some other questions focused on what would make students more inclined to visit on-campus dining facilities. One such question dealt with whether or not students would like have the nutrition facts available to them for the food they are purchasing.

Please indicate your level of agreement with the following statements.
By gender, top two box = agree and agree completely

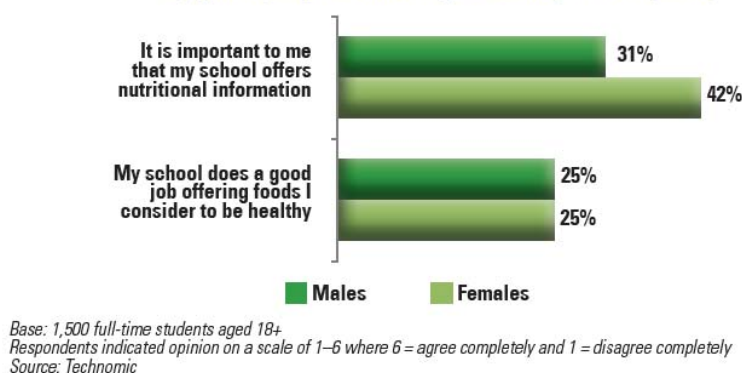


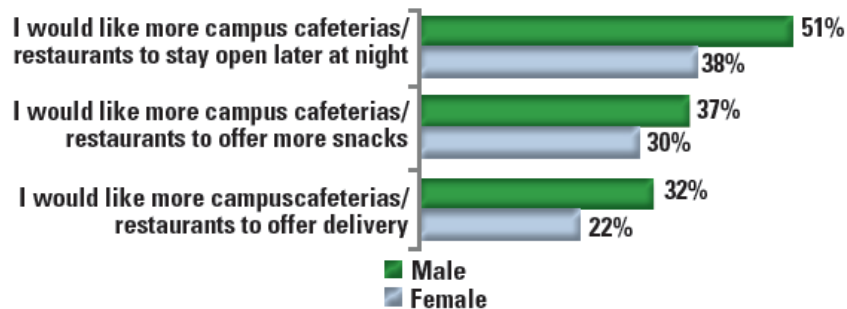
Figure 5: Importance of Nutrition Facts

The study shows that more and more students, especially female students would like to know what exactly it is they are consuming. The report explains that, “Responding to the growing demand for nutritional information is a challenge for college and university foodservice directors, especially as more and more food choices can be customized and made to order. With the wide assortment and frequent rotation of menu items in cafeterias, the task is not an easy one. Operators with standardized menus and grab-and-go options should find it easier to provide

accurate nutritional information.”² The next targeted question asked students what they would like to see more of from their on-campus dining locations.

Thinking only about on-campus dining facilities, please indicate your level of agreement with the following statements.

By gender; top two box = agree and agree completely



*Respondents indicated opinion on a scale of 1–6 where 6 = agree completely and 1 = disagree completely
Base: 1,297 full-time students aged 18+ who visit on-campus dining facilities at least occasionally
Source: Technomic*

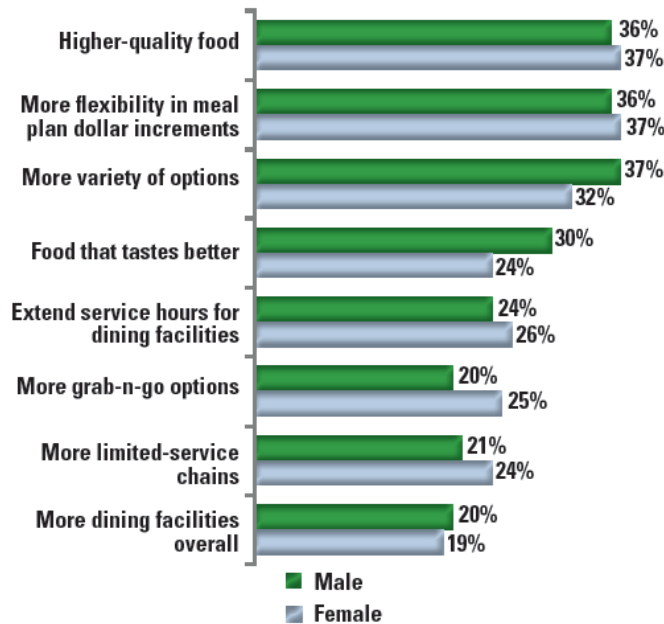
Figure 6: On-Campus Dining Facilities Options

These statistics clearly show that students of this day and age place a lot of importance on convenience. The Goat’s Head Restaurant offers a delivery service which will hopefully be in full operation shortly, and this should assuage some of the needs of the students.

One of the last major issues that this study addressed was the meal plan. The students were asked what would encourage them to purchase a meal plan. The data below shows the response.

² (Technomic Custom Brief 2009, 2)

What could your school do to encourage you to purchase a meal plan?
By gender



Base: 911 full-time students aged 18+ that do not participate in a meal plan
Source: Technomic

Figure 7: Meal Plans

Most students would be more willing to participate in a meal plan if the food was better quality and there were more options when purchasing a meal plan. Students and parents in today’s market think about the foodservice value and what they are actually getting for their money. The brief says, “This hints that college and university dining programs could boost traffic and sales by encouraging students to participate in some type of meal plan. There’s certainly room for growth, since only 39% of the students in the survey report that they currently participate in a meal plan.”³ Increasing the number of off-campus students participating in a meal plan would definitely help increase business for the Goat’s Head Pub.

10.2 Marketing Strategies

Other literature we found on restaurants and marketing turned out to be very fruitful. There was one particular article entitled “10 Smart Promotional Strategies” that had a ten step plan to marketing any small restaurant trying to compete in the marketplace. “Local restaurants can not only survive, but thrive, in an industry increasingly filled with deep-pocketed national

³ (Technomic Brief 2009, 2)

competitors. In fact, independent eateries have unique advantages that can put larger businesses on the defensive.”⁴ The author Jay Siff dives into several small ideas that could turn into very large profits. One of the biggest things that he stresses is appealing to the customers you already attract. He says that you need to take their personal information and take care of those customers first and foremost. Enter them into a drawing for a free meal, or make a frequent customer program that keeps them coming back in. “Your goal is to make these past customers think of you first when planning their next night out. Give them a good reason, and they’ll come back again and again.”⁵ The author also talks about one-time, unbeatable promotions. Giving your product away for free once can be better than a discount over a long period of time. Lastly, Jay Siff encourages restaurant owners to market not only outside the restaurant, but in the restaurant as well. He calls it “four walls marketing.” This means that all four walls are not only decorated with memorabilia, but also food promotions and specials. These promotional strategies could prove very effective for the Goat’s Head.

10.3 Delivery Research

We also conducted some research that revolved around the delivery service and how to make it most effective. At a school such as ours, students are looking for fast, convenient meals. The Goat’s Head delivery service could be just that. Online ordering could be one way to make our system stand out and make the Goat’s Head the most viable option for our students. One article about online ordering says,

Back in the day, if college students wanted a late-night snack, they had to pick up a phone and dial a pizza place all the way off campus. Then, they were as likely as not to be placed on hold while the restaurant fielded calls from other hungry students. And when their order arrived from town, they had to pay with cash or a credit card. No more, at least for students at Washington State University in Pullman. Thanks to an online-ordering system introduced for spring semester 2009, WSU students can place Internet orders for pizzas and Stromboli from an on-campus cafe that operates from 7:30 p.m. until 1 a.m., have their selections delivered to their dorm and pay using their meal-plan card. "Students are looking for more convenience," says Director of Dining Services Gary Coyle.

⁴ (Siff 2005, 53)

⁵ (Siff 2005, 53)

"We've always been very proactive at looking at how we can continue increasing service on campus." For college and university dining-services departments, online ordering presents a rare new way to drive sales. In addition to the evening pizza-and-Stromboli service, which targets students, WSU offers online ordering from six on-campus coffee shops during the day. Pressed-for-time staff and faculty members (as well as students) can order breakfast or lunch from any of the shops and pick up their order from an express line in the store 30 minutes later.⁶

Online ordering is definitely one way to drive delivery sales to the Goat's Head. The American Express study from earlier also polled people about how they ordered their food. The results are shown below.

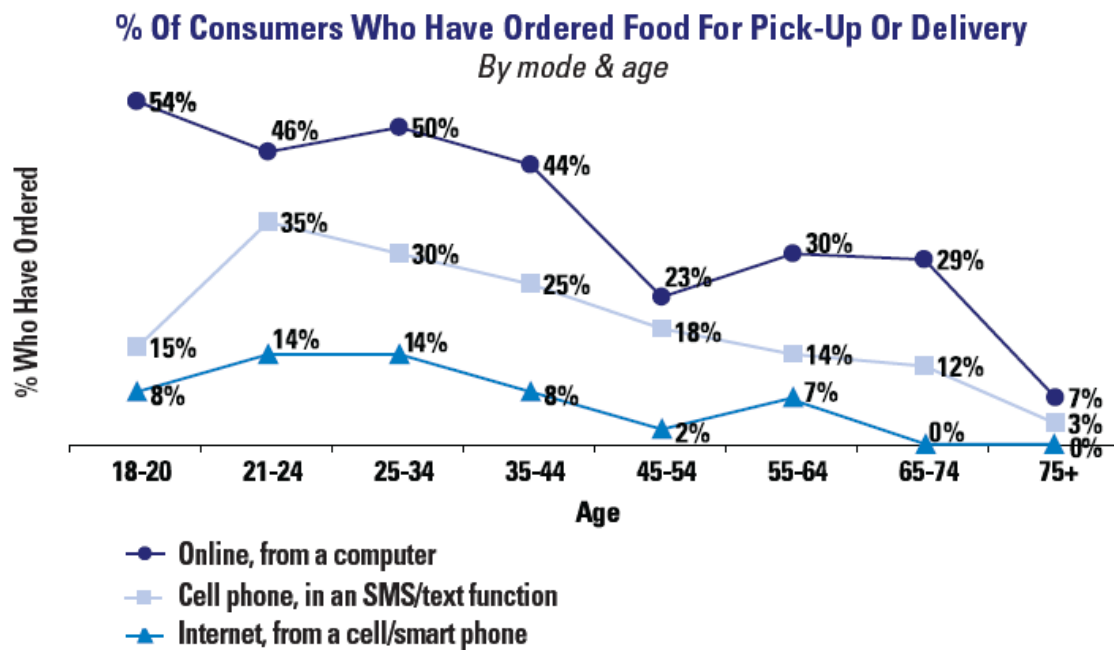


Figure 8: Methods for Ordering Food

Being able to order over a smart phone or an iPhone would definitely appeal to our students. One restaurant made an application for your cell phone to be able to place an order. "To enhance sales and service - and generate consumer buzz - operators in several segments are exploring

⁶ (LaFave 2009, 50)

bring-your-own-technology initiatives targeting users of wireless mobile-computing devices and cell phones.”⁷

10.4 Goat’s Head Performance Year to Date

As we mentioned earlier, the Goat’s Head has implemented several changes since the beginning of A-Term 2009 to improve the restaurant as a whole. The Student Government Association funded decorations for the restaurant to make it fit the WPI theme. Some of the decorations are shown in the picture below. Greek organizations shirts are hung on the wall and some sports paraphernalia is hung on the walls around the facility.



Figure 9: Goat’s Head Decorations

The restaurant also went from a sit down, wait staff restaurant to a Panera-style order and pick up restaurant. The new ordering station is shown below and the menu is located above it on the wall. The menu has an “Entrée of the Week” and a “Soup of the Day” to help increase variety.

⁷ (LaFave 2009, 50)



Figure 10: Goat's Head Ordering Station

All of the changes to the restaurant have been very well received and the students are using the restaurant more often than ever before. Chartwell's provided some data for comparison from 2008 to 2009. The tables with the actual numbers are located in Appendix 13.2.1. Already in 2009, the restaurant has surpassed the total meal plan sales for the period of A-Term 2008 to D-Term 2009.

Comparison of Meal Plan Usage 2008 vs. 2009

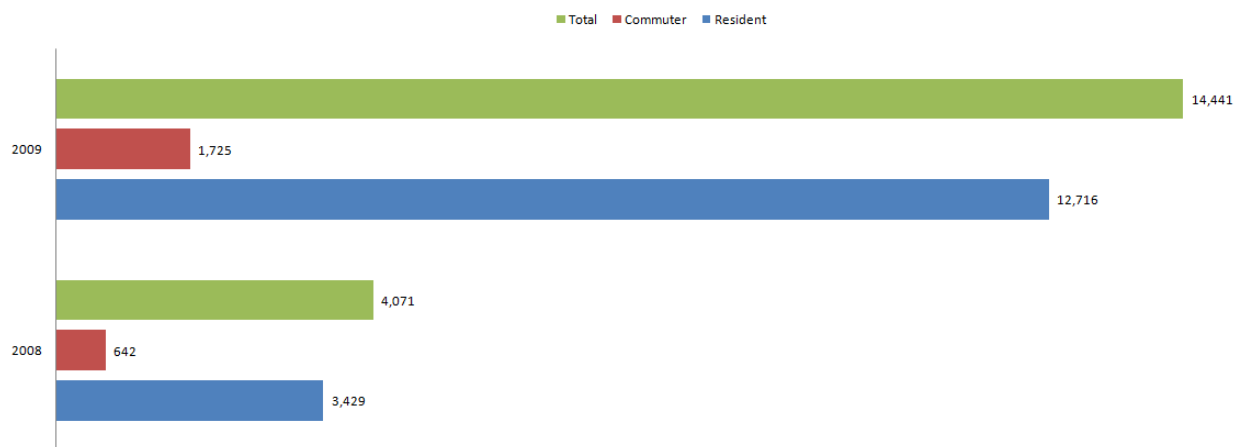


Figure 11: Comparison Meal Plan Usage by Type

The change in the restaurant and the change in meal plan options have already proven to be a great success in the sustainability and reputation of the restaurant.

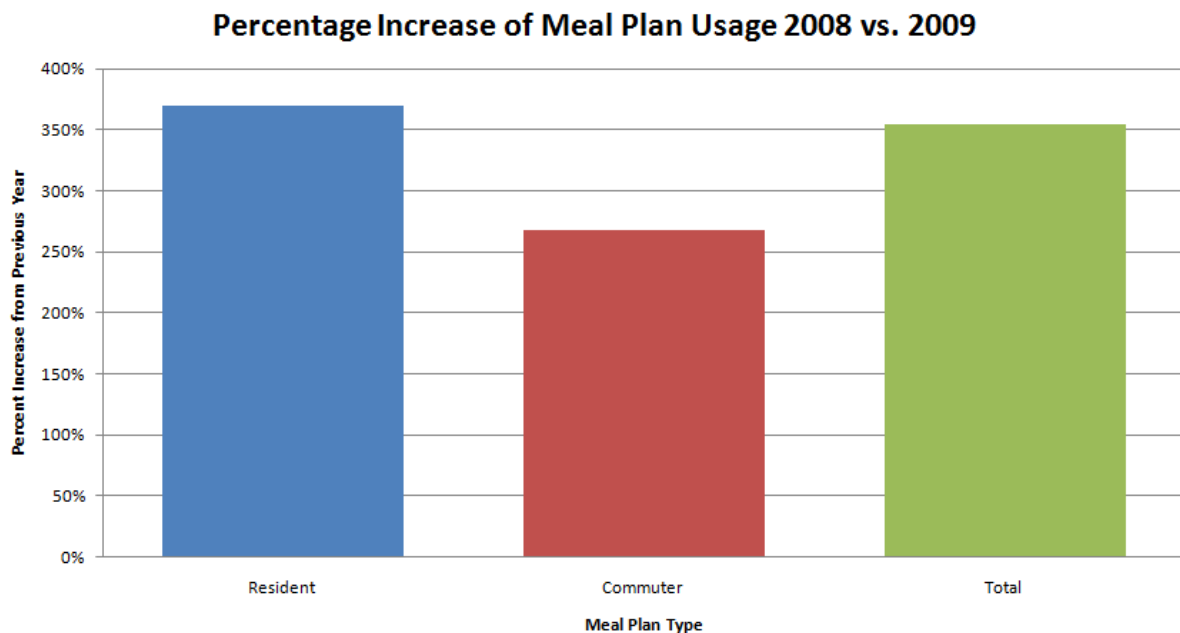


Figure 12: Percentage Increase of Meal Plan Usage by Type

As seen in the chart above, the increase in meal plans sales is very significant. Both the total number of meal plan sales and the number of sales for the resident meal plan have increased by more than 350% over the previous year. The commuter meal plan has also seen a dramatic increase of over 250% in comparison to the previous year. The Goat's Head Restaurant is clearly on a successful path, but there are long strides that must be made in order to keep this restaurant and pub successful for many years to come.

The general results of our secondary research are summarized in section 11.1.

11.Results and Discussion

The secondary research, interviews and example reviews all provided very valuable information toward developing the Goat's Head Restaurant and Pub into a better, more sustainable and student friendly pub. The results are discussed below and the recommendations are in the following section of the report.

11.1 Secondary Research Results

The secondary research provided valuable insight and data regarding national trends of students and their dining habits. The majority of students around the nation purchase their food at off-campus locations. But for those that do purchase food from on-campus locations; convenience and quality are two important factors in their decision to purchase food on-campus. Students looking for dining options prefer fast food restaurants first and foremost. Additionally, those that purchase food on-campus say that they would prefer to know the nutrition facts of the meals that they are purchasing and a significant number feel as though the school does not do a good enough job providing such information. Other factors that students consider when purchasing food on-campus are hours of operation and the food quality. To increase meal plans sales, there needs to be a significant value proposition. The food needs to be high quality; the place selling the food needs to remain open late into the evening and the nutrition facts need to be easily accessible.

The secondary research also provided valuable data regarding delivery. Most of the literature said that some sort of online ordering system for delivery is critical for the program's success. According to the data, people in the age group of college students do most of their food ordering online and then via text message. Students prefer not to talk to people on the phone anymore, and especially on our campus, students would prefer an online ordering system.

11.2 On-Campus Interview Results

Our most valuable data and input definitely came from the on-campus interviews. The overall consensus of the interviews was that the Goat's Head is much better than it has been in previous years and the changes have all been very well received. For all three categories that we separated the interviewees into, all have actually increased their attendance since the changes have been made and each person frequents the Goat's Head at least once every term. The chart

below shows the traffic flow by category. The individual rows show how many times per week each interviewee went. The last row shows the average for all interviewees.

Average Number of Visits Per Week					
On-Campus	Off-Campus	Over 21	Under 21	On Meal Plan	Off Meal Plan
3.00	2.00	2.00	2.00	2.00	2.00
0.25	0.25	1.00	5.00	1.00	1.00
1.00	1.00	2.00	0.25	2.00	0.25
5.00	1.00	0.25	3.00	3.00	0.25
2.00	1.00	1.00	0.25	1.00	0.25
2.00	1.00	0.25	1.00	1.00	1.00
1.00	0.25	1.00	1.00	1.00	2.00
1.00	0.25	1.00	1.00	1.00	5.00
2.00		2.00			0.25
1.92	0.84	1.17	1.69	1.50	1.33

Table 2: Average Number of Visits per Week

Based on the data from above, we created a chart to better visualize the information collected.

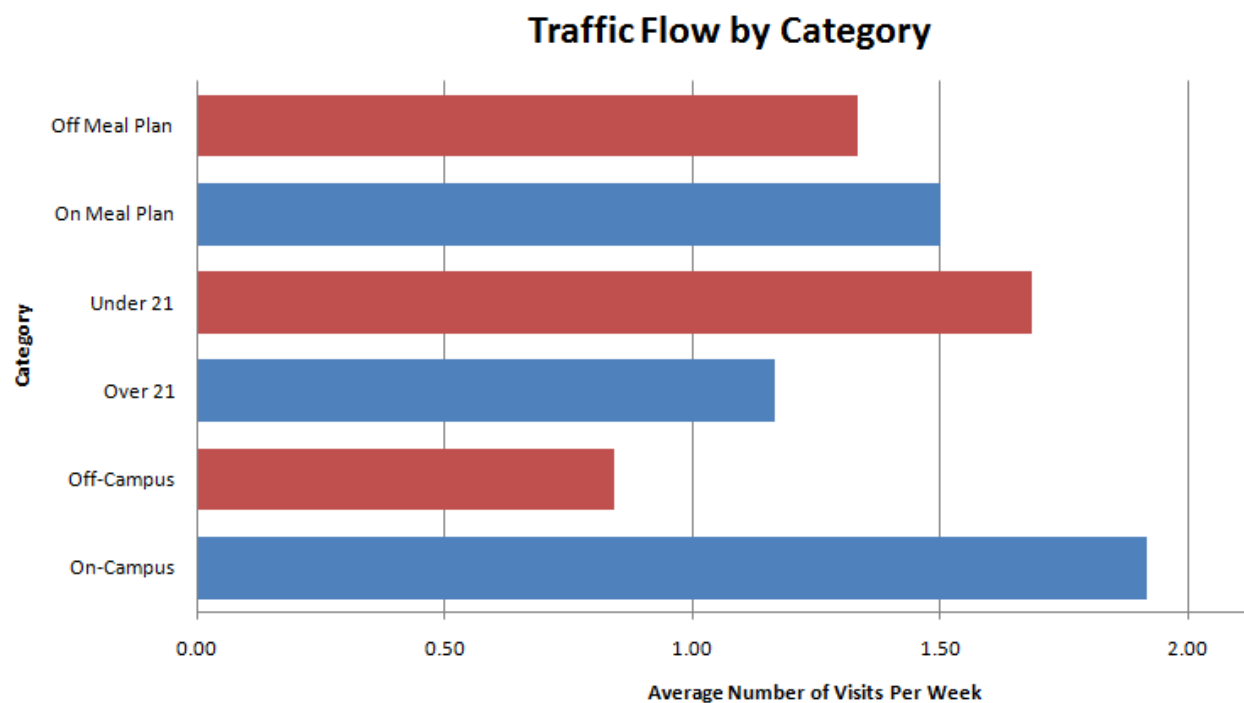


Figure 13: Traffic Flow by Category

As the data indicates, the average person goes to the Goat's Head at least once per week. The people who eat at the restaurant the most are those who live on-campus, are on a meal plan

and are under 21 years of age. That said, the off-campus population who do not have meal plans still do go to the Goat's Head and should still be solicited for business.

Next, we asked what people typically get when they go to the restaurant and we broke that down into categories. The data collected is shown in the table below.

Order Type by Category						
Type	On-Campus	Off-Campus	Over 21	Under 21	On Meal Plan	Off Meal Plan
Food	7.00	4.00	3.00	8.00	6.00	5.00
Drink	2.00	4.00	6.00	0.00	2.00	4.00

Table 3: Order Type by Category

Based on the data from above, we created a chart to better visualize the information collected.

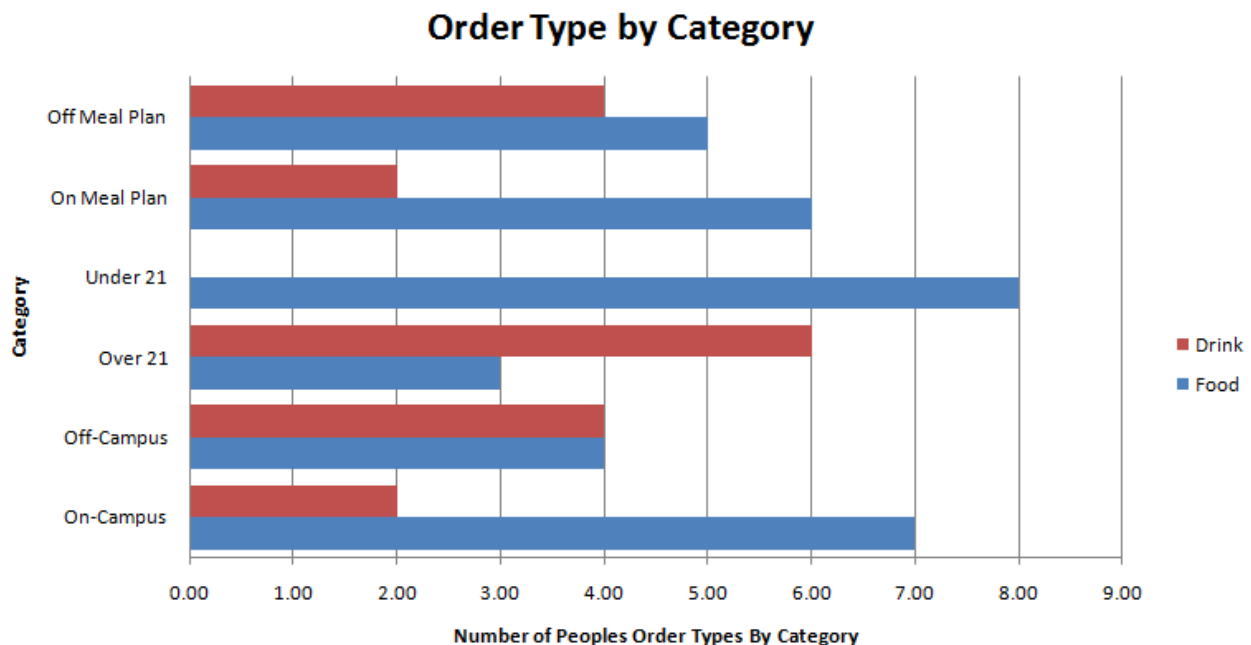


Figure 14: Order Type by Category

As the chart depicts, the average person who is under 21 goes to the Goat's Head to order food. The majority of the over 21 population goes to the Goat's Head Pub for the bar atmosphere and not the meals. The people who are on-campus, on a meal plan or under 21 are far more likely to order food and the others are more likely to go for the fun and friendly bar. This makes advertising very simple: advertise food to a certain demographic and advertise the bar to the other demographic.

We also analyzed how popular the entertainment is at the Goat's Head, again sorted into our three specific categories. The data collected is shown in the table below.

How Many People Come for the Entertainment						
Response	On-Campus	Off-Campus	Over 21	Under 21	On Meal Plan	Off Meal Plan
Yes	1.00	3.00	4.00	1.00	2.00	3.00
No	8.00	5.00	5.00	8.00	6.00	6.00

Table 4: Entertainment Popularity

From the table above, we created a chart to better visualize the information collected.

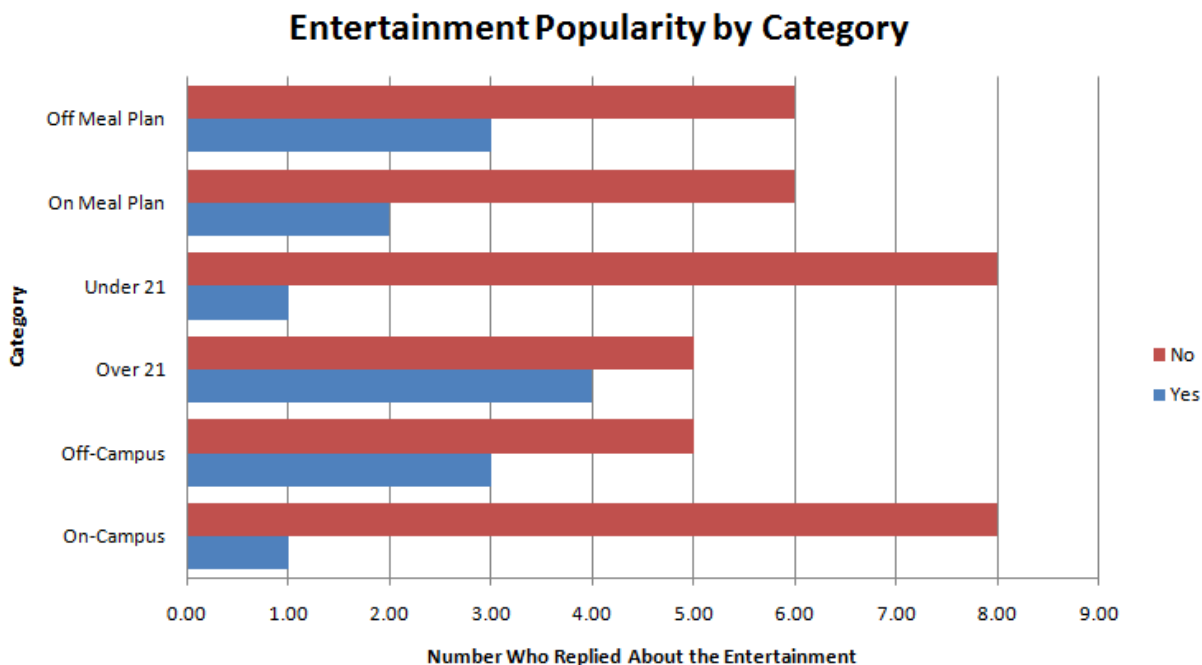


Figure 15: Entertainment Popularity by Category

As seen in the chart above, the entertainment is a nice addition, but it is not as popular as we had all hoped. Each and every category agrees that the entertainment is not the reason that they go to the restaurant. Most subjects said that the entertainment was a nice addition to the time they spent there, but it was not the reason they went to the restaurant. The over 21 population was the only population that had a great number of responses in favor of the entertainment. That particular crowd often went to partake in trivia on Tuesday nights and that was often the only reason they attended. The entertainment is definitely appreciated, but it is not the driving force of traffic in the restaurant.

Lastly, we also asked about the delivery system. There was an overwhelming response against a delivery system. No one we interviewed had ever used it and all but one said they had

considered using it before. Many said that because of the location, it would be unnecessary to provide a delivery option to campus. Many of the off-campus students said that there are other restaurants in the area that will deliver, and they would be much more inclined to use other restaurants than the Goat's Head for delivery. The only method students proposed for making the delivery system successful was to offer something very unique, offer food at a very reduced price, and/or implement an online ordering system.

11.3 Benchmark Review Results

College of the Holy Cross's, "The Pub," has been an establishment since the early 1980's. Located in the Campus Center at Holy Cross, The Pub is a central meeting point for over twenty one-year-olds. It is open twice a week on Tuesday and Friday and is run by Auxiliary Services at Holy Cross with a grill located right next door. The atmosphere is intimate and the lighting is dim and is frequented by approximately 100-150 students on a good night. The professional bartenders add a special touch, serving beer for \$2-3, wine for \$3-4, and Smirnoff Ice for \$3. The interior adds a touch of nostalgia of the college, its walls decorated with Holy Cross paraphernalia and old pictures of the, "Holy Cross Pub Rats." Occasionally, you can find a t-shirt giveaway or speaker as well as music. The main draw of The Pub that it is a place for upperclassmen to get together once or twice a week and relax from the stresses of school and of life.

12. Conclusion and Recommendations

The following suggestions were drawn from the results of the interviews conducted. These suggestions have been broken down into basic categories with details within each section in order to approach different aspects of the Goat's Head Pub in an efficient manner.

12.1 Suggestions

- **Menu:**

- Increase menu font size
 - Print menu larger
 - Offer menu in alternate location near entrance
- Develop a rotational menu
 - Could be on a weekly, term, or semester basis
 - Could be created from student suggestions
 - Names could be WPI or Worcester related or named after students or groups

- **Alcoholic Beverages:**

- Tasty Tuesdays once a month? Or some sort of tastings and specials
- Add Guinness or other varieties to tap if possible, at least on a rotational basis
- Hand stamp system could help differentiate those over and under twenty one years of age
- Some want hard alcohol or mixed drinks whereas some enjoy the lighter beverages to encourage a calm and fun, not potentially drunken atmosphere
- More flexibility between the over/under 21 years of age area would be nice

- **Advertisement:**

- Use SocComm movie slides
- Pass out coupons in Campus Center for food
- Create commercial to play on WPI Cable Channel
- Advertise more for specials
- Advertise changes in menu
- Advertise by Morgan Commons to get more freshmen
- Free samples in Campus Center
- First visit incentives

- Email to quickly spread word works well
- Involve more student groups in events
- Posters or flyers to advertise
- Table sitting for large events
- Word of mouth most effective form of advertisement
- Advertise to groups that Goat's Head Pub can be rented out for functions
- Have class boards sponsor class nights
- Push advertising on freshmen so that they know the Goat's Head Pub before outside vendors
- **Entertainment:**
 - Open microphone nights
 - Trivia nights are successful
 - Study breaks with free food work well
 - Sports raffles during games are successful
 - Comedians are risky because they're either good or bad
 - Magician could have potential but also risky
 - Dance parties can get awkward for most
 - GDC – Guitar hero/rock band
 - Other games at night
 - Ex: Keno
- **Hours**
 - Overall, hours of operation are good
 - Some would like to see lunch hours on weekends or Sunday brunch
 - Later hours on specific nights (i.e. – Tuesday, Friday) would be more flexible
- **Music**
 - Too loud most of the time
 - 90's music was a big suggestion
 - Eclectic style is good, but jumping from one genre to another a lot is difficult
- **Food**
 - More vegetarian options
 - Post nut usage in food for those with allergies

- Cheaper late night appetizers
- Prices still a little high for those not on meal plan
- Comfort food menu would work well
- To go meals would provide convenience to off campus or busy students
- Add at least some Goat's Head Pub meal usage to every meal plan
- Store croutons separately from salad so that they do not get soggy before being consumed
- Tea dispenser has frequent problems
- Warm deserts during colder months would be nice
- Make deserts available to those not on meal plan
- Provide take out containers for leftovers
- **Physical Changes**
 - Create seating for large groups if needed
 - Hang up the rest of the Greek shirts
 - Put napkin dispenser or loose napkins on tables
 - Change comment cards to also reflect poor scoring, not just good
 - Adjust all meal plans to have at least some usage of Goat's Head Pub
 - Serving counter is at an awkward height
 - More registers would help, especially self serve ones
 - Need another, "L," on the "Wal of Gompei"
 - Keep subtitles turned on on the televisions
 - Nostalgia of WPI a welcome decoration
 - Decorate stage when not in use
 - Bring back chairs and couches in far corner
 - Stage could be larger because otherwise campus center stage gets used more
 - Have a use for stage when not being used
 - Many would like to see a crew skull hanging from the ceiling
 - Perhaps decorate for holidays to create more inviting environment
 - Put WPI logo on tables as placemats
- **Service**
 - Have employees remove inner seal on ketchup bottles

- Make receipt system of getting desert more known
- Wait time in line is overall acceptable
- Establish system to allow bussing of own table if wanted in order to free up tables
- Service is sometimes, “too good.” (Receive meal before appetizer is finished)
- Professional bartenders key to a successful bar
- Being able to bus own tables might be a plus to get tables opened up faster

13. References & Appendices

13.1 References

Brandau, Mark. "Restaurants a-Twitter about site's capability to expand the reach of their customer service " Nation's Restaurant News, April 13, 2009: 14. <http://www.nrn.com>.

CEBRZYNSKI, GREGG. " Restaurant chains recognize growing importance of marketing to new consumers where they work " Nation's Restaurant News, September 24, 2007: 18. <http://www.nrn.com>.

King, Paul. "Students get a hands-on lesson about restaurant business" Nation's Restaurant News, July 24, 2000: 18. <http://www.nrn.com> .

Koteff, Ellen. "A focused, strategic marketing campaign could help turn the tables for the foodservice industry" Nation's Restaurant News, April 20, 2009: 21. <http://www.nrn.com>.

LaFave, Christine. "Menu Browsing." Restaurants & Institutions. August 2009, 50-51.

Liddle, Alan J. "Domino's pioneers 'couch commerce,' expands its ordering options with new TiVo partnership" Nation's Restaurant News, December 1, 2008: 18. <http://www.nrn.com>.

Lynott, William J. "Can't Miss Marketing Strategies." Restaurant Hospitality July 2006, 68-72.

Siff, Jay. "10 Smart Promotional Strategies." Restaurant Hospitality June 2005, 53-57.

"Tackling the Student Body." Retail Merchandiser. 4. <http://www.retail-merchandiser.com>.

Technomic, Inc. Peak Performance. NACUFS. 2009.

Technomic, Inc. American Express Market Brief. September 2009.

Technomic, Inc. Perspectives on Peak Performance. *NACUFS. Fall 2009.*

Terry, Lisa. "Restaurants aim to boost sales with mobile apps" *Nation's Restaurant News*, March 2, 2009: 4,37. <http://www.nrn.com>.

Weikel, Kelly. 2009. Technomic's Consumer Food Trends. Technomic October Newsletter.

13.2 Appendices:

13.2.1 Data from GHP

Changes to the restaurant implemented in A-Term 2009:

- Modify Meal Plan usage
- Change Style of Service
- Menu Revisions
- Increased Speed of Service
- Entertainment Coordinators
- Modify Hours of Operation
- Implemented \$3.00 16 oz Draft
- SGA funds Décor modifications and time invested in research and execution
- Gathered Student Suggestions for Change
- SGA funds Entertainment in Goat's Head
- Implement Free appetizers 5:30-7:30 PM daily
- Implement Pizza Delivery

Meal Plan Usage Comparison

2008:

Meal Plan Type	Total Meals	%
Resident	3,429	84.20%
Commuter	642	15.80%
Total	4,071	100%

Table 5: Meal Plan Usage in 2008

2009:

Meal Plan Type	Total Meals	%	% Increase
Resident	12,716	88%	370%
Commuter	1,725	12%	268%
Total	14,441	100%	354%

Table 6: Meal Plan Usage in 2009

2008 Meal Plan Usage by Type

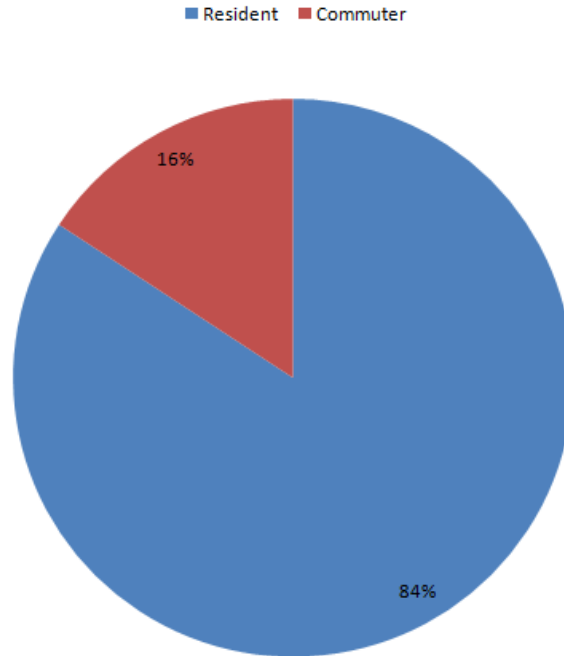


Figure 16: 2008 Meal Plan Usage by Type

2009 Meal Plan Usage by Type

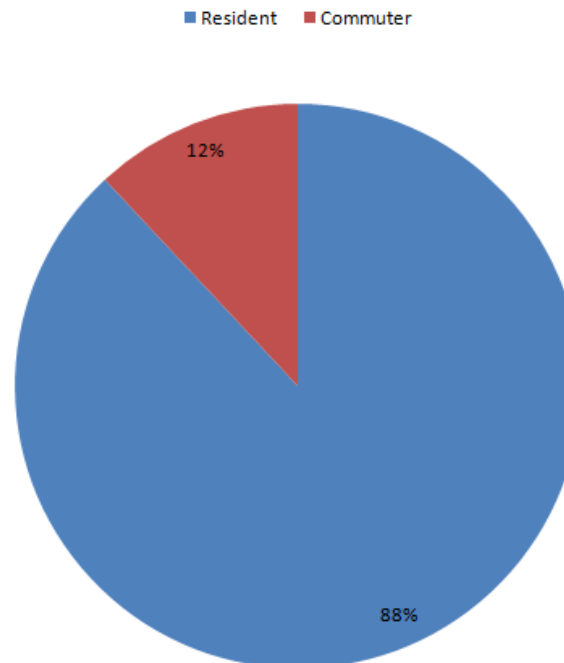


Figure 17: 2009 Meal Plan Usage by Type

13.2.2 Interviews and Field Notes

GHP Field Notes:

Name: Christopher Noble

Date: 9/25/09

Time Spent: 1 hour

Person(s) talked to: Joe Sima, Bhavika Shah, Alyssa Ascare, Lauren Ketschke, Brian Meaney, Jeff and Nikki (bartenders)

Discussion topic: Decorations

Notes on discussion(s):

- Decorations on the whole look good.
- Looking for more club shirts to hang on the walls.
- Need more Greek Organizations shirts to be hung.
- Two sets of crew oars are being donated by Greg Snoddy to hang on the walls above the bar.
- A retractable wall was purchased to increase the over 21 area.
- Greg Snoddy is also looking into a rowing skull to hang from the ceiling.
- Lauren Ketschke replaced Bhavika Shah as the second GHP programming coordinator.
- Look into putting red lights above the bar and above the tables in the bar to increase the feel of a bar.
- Put the lights on dimmer switches to be able to have “mood lighting.”

GHP Field Notes:

Name: Rachel Wallace

Date: 09/26/09

Time Spent: 45 minutes

Person(s) talked to: Joe Sima, Andrew Bartley, Nikki

Discussion topic: The event at the goat's head that evening, payment and logistics of the show.

Notes on discussion(s):

Entertainers were paid in fried food and supposed to be reimbursed for costs for Lens and Lights because the group ditched with a couple days before the event. Overall went fairly well, restaurant was quiet. Bar area was more than the main dining area and awkwardly crammed into the back. If events continue to be held in the front of the Goat's Head Pub, than another location that allows people to have a drink closer to the event itself other than in the back of the room should be established.

Event attended: 'Thrust' concert

Event sponsor:

Time of event: 9pm

Approx # in attendance: 25 on average.

Event details: Parent's weekend is tough to compete with. Many students have gone home for the weekend or are at other events on campus with their families. Perhaps a little earlier on a Saturday night would bring in a larger crowd.

GHP Field Notes:

Name: Rachel Wallace

Date: 09/23/09

Time Spent: 1.5 hours

Person(s) talked to: Nikki, Ross LeBeau

Discussion topic: Bar area frustrations

Notes on discussion(s): A lot of people do not go to the bar area to have a drink because of mixed crowds and not allowing drinks in and out of the “21+” area. Perhaps a wrist band method would work? Also, many people would like to see a wider variety of alcohol offered.

Event attended: Comedian Evan Wecksell

Event sponsor: IFC, Panhel, SocComm

Time of event: 7:00pm

Approx # in attendance: 80

Event details: The event itself was well attended and people stayed until the comedian got into more serious talks at the end, where few individuals remained. Many appeared to be using their meal plans to have dinner during the event. More detail could have been paid to the fact that the comedian was a theta chi brother and the event was scheduled during theta chi weekly meetings so none of the brothers were in attendance.

GHP Field Notes:

Name: Rachel Wallace

Date: 09/14/09

Time Spent: 3 hours

Person(s) talked to: Joe Sima, Jeff (bartender), Brian Meany, bar-going individuals

Discussion topic: Goat's Head progress, current issues, looking forward, goat's head events committee

Notes on discussion(s): The main priority of this visit was to meet Goat's Head staff and talk to Joe Sima to get a feel for how events at the Goat's Head were going and check out the atmosphere during a sporting event. Overall, the Goat's Head has improved since it first started, but it still has a long way to go. Some decorating suggestions were offered and the logistics of the goat's head and especially the issues with the bar area were discussed.

Event attended: Patriot's day opening game

Event Sponsor: Goat's Head committee

Time of event: Throughout the patriot's game

Approx # in attendance: 25

Event details: Raffle tickets were giving to those watching the patriot's game and at half time patriot's memorabilia was raffled off. The event caused a fair amount of excitement but didn't draw in a large crowd. Cheap as well as free appetizers worked well.

13.2.3 Benchmark Reviews

College of the Holy Cross

- **Name & date/time of interview:** SS / December 11, 2009, 9:00pm

Q: How long has The Pub been around?

A: The pub in its current form has been around since at least 1981. Before the pub in our campus center opened, we also had two pubs in two of our residence halls that were open for many years before then (1950's I believe).

Q: How does not having Greek life on your campus affect the types of groups of people that go?

A: I am not sure as to the effect of not having Greek life. I'd say we still have an off campus population that would probably come but don't because they aren't on campus. There is definitely a variety of students who do come though.

Q: Who is it run by?

A: It is run by our auxiliary services.

Q: What type of specials do they run?

A: On occasion, there will be food or t-shirt give aways. They have recently started a series in the pub called "Spirituality in the Pub" where speakers come to talk about religious subjects that relate more to everyday life.

Q: What keeps people coming down?

A: The environment, the cool bartender Joe and the ability to have a chance to meet with people you may only see once a week at the pub.

Q: What's the average attendance on popular/unpopular nights?

A: Popular - 100-150

Unpopular - up to 50

Q: What are the prices like?

A: Beers are \$2-\$3, Wine \$3-4, Smirnoff Ice \$3

Q: Is it only beverages or can you get food too?

A: They do not serve food because our pub is right next to a grill. We do get Goldfish and pretzels though!

Q: How is it advertised and where is it located on campus? Is it convenient to reach?

A: It is located in our campus center and is advertised through Facebook, word of mouth, emails and the occasional poster.

Q: Do they only serve beer and wine or do they serve hard alcohol as well?

A: Only beer, wine and Smirnoff Ice Drinks.

Q: What is there for entertainment other than beverages?

A: The pub coincides with our weekly musical 10-spot on Tuesday nights that take place right outside of the pub.

Q: How is it decorated?

A: Holy Cross paraphernalia and old pictures of the "Holy Cross Pub Rats"

Q: Is it a large, open space or is it more enclosed and intimate?

A: Enclosed and intimate.

Q: What is the lighting like?

A: The lighting is always very dim.

Q: What is music like? What types of music do they play and what kind of variety like?

A: It happens to be whatever is at the 10-spot.

Q: Is there a dance floor or do people dance at all?

A: There is no dance floor and people do not dance.

13.2.4 Student Suggestions

- **Name & date/time of interview:** MD / November 23, 2009, 9:30pm
- **Year:** 2010
- **On/Off Campus:** On
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Over

Questions:

1.) Do you ever go to the Goat's Head Pub?

Often

2.) How often would you say you go?

1x a week, sometimes 2-3x

3.) Who do you go with?

Usually a group

4.) What time do you usually go?

Depends, most often from 8-9pm

No line when ordering drinks

5.) Do you tend to order drinks or food?

Mostly drinks

Decent selection of beer (& cheaper than elsewhere) / appetizers pretty good

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Often goes to trivia after a weekly meeting and to sports games

Wants to come see bands/comedians at some point

Magician a bad choice

GHP too noisy for acoustic sets

7.) Are there any changes you would make?

Overall big improvement in decorations, but could do more (hanging boat from ceiling)

Music is too loud

Add more items to the menu

8.) What are your thoughts on a delivery system? Would you use it?

Aware of system, unsure of how it works, wouldn't use it due to proximity
Not sure if online system would work
Social aspect of hanging out at the GHP a big reason to come

Additional notes:

Should be open later on select nights every week (at least till midnight on weekends and event and trivia nights)

Bar area during events gets crowded, should be expanded

Dance party was awkward

Over past year, food and service has vastly improved

Advertising: Word of mouth good

Posters, table sitting for big events, slides before SocComm movies

Have class boards sponsor class nights

Appetizer was super pricy for quality/quantity of food

Chicken usually good

Cheaper late night advertisers would be good

Brunch? Omelets?

GDC → guitar hero/rock band

Add commuter 40 meal plan

- **Name & date/time of interview:** NS / Friday, November 20, 2009, 5:30pm
- **Year:** 2011
- **On/Off Campus:** Off
- **On/Off Meal Plan:** On – Commuter 190
- **Over/Under 21 years of age:** Under

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

Every weekend (1x week)

3.) Who do you go with?

Small group or with Cassie

4.) What time do you usually go?

5-6pm (Before 6pm beats the line, but the line moves fast anyways)

5.) Do you tend to order drinks or food?

Food – Fish and Chips was favorite until it was removed from the menu. Would like to have it brought back and renamed “Nick n’ Chips.” Chicken tenders basket is second favorite (with buffalo sauce).

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Entertainment is encouragement. Red sox raffles are a plus. Main enticement though is friends already down the hill.

7.) Are there any changes you would make?

Have employees remove inner seal on ketchup

8.) What are your thoughts on a delivery system? Would you use it?

Read about delivery system in Morgan Commons.

Would be useful for those living or having a meeting “up the hill”

Online system would be productive

Additional notes:

Likes not having to leave a tip

Enjoys the counter method but counters placed at awkward heights

Loves that appetizers and desserts are offered with meal on meal plan, wants the desert system of turning in a receipt more known

Glad there is a new serving system

Those down the hill already frequent the GHP; need to put focus on those up the hill

Suggested coupon advertising campaign: hand out coupons in the campus center

Believes word of mouth will be important to draw in more customers

- **Name & date/time of interview:** MR / Friday November 20, 2009, 7pm
- **Year:** 2011
- **On/Off Campus:** On
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Over

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

1x week

3.) Who do you go with?

With a group of people

4.) What time do you usually go?

Late evening/dinner time

Usually a line until 7/8pm

5.) Do you tend to order drinks or food?

Mostly food, tries something different every time, so no favorite

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Maybe once, no further encouragement otherwise

A magician or speaker might be more enticing

7.) Are there any changes you would make?

Need another "L" on "Wal of Gompei"

Wants more consistent background music

Wants more rotational menu items (even if just a few items rotated)

8.) What are your thoughts on a delivery system? Would you use it?

Yes, aware but never used it. Intends to use with roommates when they all find time together

Online system would be a huge plus

Additional notes:

Happy with improvements to atmosphere and serving style

Prices still a little high for those not on meal plan (typically spends a little over \$10/meal)

Location is good

Add more Greek shirts

Doesn't like separate bar area because it separates groups of friends

- **Name & date/time of interview:** MP, Friday November 20, 2009, 5pm
- **Year:** 2010
- **On/Off Campus:** Off
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Over

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

Once a week

3.) Who do you go with?

Either come with friends or meet people here

4.) What time do you usually go?

9-10pm

5.) Do you tend to order drinks or food?

Usually drinks and share an appetizer

-Typically sees what is on tap to drink, no particular favorite

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Trivia is main attraction on Tuesday nights

7.) Are there any changes you would make?

Change in paint color would be nice, other décor is fine

More decorations in some plainer areas

8.) What are your thoughts on a delivery system? Would you use it?

Yes, aware of delivery system

Never thought of using it but would perhaps test it out

Online ordering would make process way easier

Additional notes:

Prefers Dan Mills and other small performers

Food overall is pretty good

Not always enough room in 21+ section, but pulled over table to solve problem

Cheaper and closer than The Boynton

Fun to watch Red Sox games (raffles are good too)

Events and specials might entice more people

Word of mouth would be best way to spread the word of the GHP

- **Name & date/time of interview:** MK / Friday, November 20, 2009, 8pm
- **Year:** 2012
- **On/Off Campus:** Off
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Under

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

Once a month

3.) Who do you go with?

Typically with a small group of 2-4 people

4.) What time do you usually go?

Around 8pm, open tables and no lines

5.) Do you tend to order drinks or food?

Drinks – iced tea is good

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Yes, main reason to come to GHP.

Music is largest encouragement followed by football games

7.) Are there any changes you would make?

College comfort food menu (higher caliber than what would be made by self)

8.) What are your thoughts on a delivery system? Would you use it?

Yes, is aware, but does not use it

Would use if other options were slim

Online ordering system would be encouraging

Additional notes:

New décor is good

Quick grab and go menu would be a nice addition

Prices are manageable

closed

Would come with track team after meets because Morgan Commons would be

Word of mouth would be best way to increase attendance

Emails work well

½ off appetizers would be enticing

- **Name & date/time of interview:** JU / Friday November 20, 2009, 6:30pm
- **Year:** 2010
- **On/Off Campus:** On
- **On/Off Meal Plan:** On
- **Over/Under 21 years of age:** Over

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

1-2x week

3.) Who do you go with?

Never alone

4.) What time do you usually go?

6pm

5.) Do you tend to order drinks or food?

Food – Favorite used to be The Earle Bridge (removed from menu). Now orders the chicken basket

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

No, but is aware of the entertainment at the GHP.

Entertainment would be better if it was earlier (around dinner time)

7.) Are there any changes you would make?

More rotational menu

Always have the subtitles turned on on the TVs

Use bar area space better

8.) What are your thoughts on a delivery system? Would you use it?

Aware of delivery system but have never used it

Personally thinks the system is pointless and would not use online system

Additional notes:

Service is “too good.” Very fast and main course is often ready before the appetizer is finished

Wait time in line is fine

Hours of operation fine

“Great Wal of Gompei” needs another L, more Gompei, or be moved to another wall

Likes nostalgia of WPI (old photos, etc)

- **Name & date/time of interview:** JM / Thursday, November 19, 2009, 4:00pm
- **Year:** 2011
- **On/Off Campus:** On
- **On/Off Meal Plan:** On
- **Over/Under 21 years of age:** Under

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

2 or 3 times a week

3.) Who do you go with?

Alone, but typically (80%-90%) eats with people

4.) What time do you usually go?

6pm or 10pm

5.) Do you tend to order drinks or food?

Coke

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

No

7.) Are there any changes you would make?

Open later

Larger meal selection

Better dessert

Add wings to the menu

Better appetizers

8.) What are your thoughts on a delivery system? Would you use it?

Never have used it, didn't know it was still active

Would use it now that he knows about it

Additional notes:

Likes: crowded around 6pm so he can sit and eat with a friendly face

Dislikes: Segregated bar/restaurant

Limited times allowed to eat per week on meal plan

Improvements seen: Set-up/how food is served

Better food

Focus on freshmen

- **Name & date/time of interview:** GC / Friday, November 20, 2009, 7:30pm
- **Year:** 2010
- **On/Off Campus:** On
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Over

Questions:

1.) Do you ever go to the Goat's Head Pub?

Occasionally, yes

2.) How often would you say you go?

A couple of times in the beginning of the term when there is less work

3.) Who do you go with?

Roommates

4.) What time do you usually go?

Around 8pm, no lines then

5.) Do you tend to order drinks or food?

Typically drinks – nothing in particular, variety is nice

Likes the hummus platter with pita bread and veggies

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Yes – bands are encouraging as well as being involved in the entertainment

7.) Are there any changes you would make?

Southern wall is very plain

Space on Northern side of GHP could be used better

8.) What are your thoughts on a delivery system? Would you use it?

Saw the delivery system in an email but did not consider using it

Not enough information about system

Online ordering system would be encouraging

Additional notes:

Music could be more eclectic

Promo nights with discounts or themed nights would be enticing

Drink prices reasonable

Hand stamp system or other system to control over/under 21 would be good to
end isolation of the two groups

Push marketing on freshmen before they learn other outside vendors

Decorate stage when not in use

- **Name & date/time of interview:** AV / Friday November 20, 2009, 6pm
- **Year:** 2010
- **On/Off Campus:** Off
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Over

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes, often

2.) How often would you say you go?

2x week (sometimes more or less depending on events)

3.) Who do you go with?

LCA brothers or a group of seniors (bucket heads)

4.) What time do you usually go?

After 8pm

5.) Do you tend to order drinks or food?

Shared appetizers and drinks

-Wachusett taps and French fries are favorite

-Variety of beers is good

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Favorite: Tuesday trivia, sports raffles are good too though

Wachusett & other beer promos might help bring in more revenue (start tradition or schedule)

7.) Are there any changes you would make?

Wants to see a good-tasting blooming onion

More variety of beers

More specific group events (Greek life or class spending competitions)

8.) What are your thoughts on a delivery system? Would you use it?

Did not know of delivery system – willing to try it, would use it if the price of food was lower than competition

More advertising would help system

Offering unique or specialty options would help

Online system would also help (access from a commonly used WPI website)

Additional notes:

Usually just hangs out, no big rush

Prices are reasonable

Advertise to groups on campus that the GHP can be rented out for functions

Comedians not always a solid form of entertainment

Small bands/music are fun

Rotation of beers would help

Likes relaxing atmosphere and glad there is no hard alcohol offered so that atmosphere remains calm and is oriented towards hanging out versus getting drunk

- **Name & date/time of interview:** JK / Thursday November 19, 2009, 7pm
- **Year:** 2011
- **On/Off Campus:** On
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Under

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

Most week nights

3.) Who do you go with?

Group of people (usually roommates)

4.) What time do you usually go?

6pm – sometimes a long line or is hard to find a table if it has not been cleaned

5.) Do you tend to order drinks or food?

Food – likes the chicken Caesar salad meal

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Not at all, not a factor

7.) Are there any changes you would make?

Opportunity to bus own table

Décor other than sports would be nice

8.) What are your thoughts on a delivery system? Would you use it?

No – depends on if it's on/off meal plan

Online factor would be a huge plus

Additional notes:

Hours of operation are fine

Add Guinness to tap

Portions on average are reasonable

- **Name & date/time of interview:** GR / Thursday November 19, 2009, 6pm
- **Year:** 2011
- **On/Off Campus:** Off
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Under

Questions:

1.) Do you ever go to the Goat's Head Pub?

Rarely

2.) How often would you say you go?

1x term

3.) Who do you go with?

With a group of friends

4.) What time do you usually go?

7pm – there was a long line, but food came out quickly

5.) Do you tend to order drinks or food?

Order food and hang out

Soup not so good

Croutons for salad should be stored separately until ordered to prevent soggiess

Chicken fingers are good, wants honey mustard sauce though

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

No

7.) Are there any changes you would make?

Quieter music

Menu hard to read from far away (especially the item descriptions)

8.) What are your thoughts on a delivery system? Would you use it?

No – and probably wouldn't use it in the future

Pizza is cheaper somewhere else and Wings over Worcester is already good

Additional notes:

Menu is overpriced for those not on meal plans

Likes the self seating system and no wait staff

French fries are good

Overall always a mediocre experience

Not being on a meal plan is a great deterrent

Price largest factor

Hours of operation not a factor

- **Name & date/time of interview:** CM / Thursday November 19, 2009, 5pm
- **Year:** 2010
- **On/Off Campus:** On
- **On/Off Meal Plan:** Commuter 190, applies to GHP
- **Over/Under 21 years of age:** Over

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes, overall good experiences

2.) How often would you say you go?

Once a week

3.) Who do you go with?

Comes with other people or meets people here, such as different groups like KAP, SAS, or IFC

4.) What time do you usually go?

Either 5pm or later, usually after IFC meetings

5.) Do you tend to order drinks or food?

Both (depends on situation)

Chicken fingers/sandwiches are better portions

Appetizers are weak

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Not currently. Trivia not bad. It complements the GHP experience but does not entice to come solely for entertainment.

7.) Are there any changes you would make?

Changes good so far, increased usage

Wants hard alcohol to be served

Décor is good but could be better

8.) What are your thoughts on a delivery system? Would you use it?

Never used it, isn't sure if he would

Other delivery in area, no incentive to use GHP

Online system a plus, but has to be well advertised

Ads in The Towers with coupons would help

Additional notes:

Stage could be bigger and better, most go to Campus Center stage for events

Bar area separates upper/lower classmen

21+ area can get too crowded

Overall headed in a good direction

A little more flexibility with 11pm closing would be a plus

On campus advertisements = more meals at the GHP

More advertising necessary to draw in more people

Perhaps talk to faculty, staff, and grad students for input

Carding method works well

Lack of wait staff could make it harder to differentiate over/under 21

Would still come if not on meal plan, would just buy less food

- **Name & date/time of interview:** JC / Tuesday November 24, 2009, 5pm
- **Year:** 2010
- **On/Off Campus:** Off
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Over

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

Once a term

3.) Who do you go with?

Come with a group of people

4.) What time do you usually go?

Either 6pm or later

5.) Do you tend to order drinks or food?

Both (depends on situation)

Decent Line, but not too much of a wait

Enjoyed her drinks

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Usually has a conflict, but would like to attend more. Roommates come to the entertainment a lot.

Came for Red Sox playoff game and participated in the raffle. Enjoyed the raffle, good publicity.

Free stuff is always nice.

Just having entertainment is nice and is enough of a draw.

7.) Are there any changes you would make?

Not all the Greek Organizations represented.

Everything else has really been a change for the positive.

Menu prices are competitive. Cheap drafts, and cheap appetizers. Reasonably priced.

8.) What are your thoughts on a delivery system? Would you use it?

Never used it, probably never use it.

Needs to be well advertised if it continues.

People on a meal plan would be more apt to use it.

Other delivery in area, no incentive to use GHP

Online ordering system might work.

Additional notes:

Hours of operation are reasonable, no need to have lunch hours available.

It would be nice to not separate the over and under 21 population, but it's understandable to maintain the law.

During trivia, the over 21 area got crowded and people felt disconnected from the activities.

Table tents, quarter sheets on residence hall doors and fliers

The overall experience is much better than previous years, the food has improved, the service is better, overall better.

The staff dealt with the rowdy crowd and over 21 crowd very well.

Professional bartenders have been a key to the success of the bar.

Chicken fingers are awesome.

The menu is pretty sufficient, the portions are pretty large, there are enough options.

- **Name & date/time of interview:** JM / Friday November 20, 2009, 4pm
- **Year:** 2011
- **On/Off Campus:** Off
- **On/Off Meal Plan:** On
- **Over/Under 21 years of age:** Under

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

At least once a week

3.) Who do you go with?

Come with a group of people, TKE guys, or join people he knows. Never worth it to go to the Goat's Head alone. Would eat in the Campus Center if wanted to eat alone.

4.) What time do you usually go?

About 6 PM.

Line is always very long at dinner time.

The wait in line is about 5-10 minutes. Much better than previous years.

5.) Do you tend to order drinks or food?

Would like the menu to change.

Like to try everything on the menu and he is almost out of options for change.

Maybe a weekly special.

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

He never really comes to the entertainment, if there was one every night, it might be nicer, instead of just Friday and Saturday nights.

7.) Are there any changes you would make?

Wants to see a crew rowing skull hanging from the ceiling.

Decorated for the holidays, like Halloween, Thanksgiving.

The restaurant isn't warm and inviting when there are no people in it. If there were seasonal decorations or holiday decorations, it might feel more inviting.

Wishes the couches were still in the corner, it was a nice place to chill.
Put tables on the stage when no performance is occurring.
WPI Superfan shirts hanging on wall opposite Greek shirts would be nice.
Put up the rest of the Greek shirts.
Much better than previous years.
The 'L' on the Great Wall of Gompei needs to go up soon or never go up.
Rotating menu, change it every once in a while.
The separation in the bar area is fine, it's usually packed, so not a big problem.
The desserts and appetizers are fine and satisfactory.

8.) What are your thoughts on a delivery system? Would you use it?

Never used it, probably never use it unless he could use a meal plan.
Would pay two meals to delivery if necessary.
Needs to be well advertised if it continues.

Additional notes:

Wishes there were a better way to get people to hang out at the Goat's Head.
Put a second floor in. Put couches and a pool table upstairs with a bar and TV's.
It would be very expensive, and difficult to implement, but would be very cool.
Following building codes could be tough with handicapped accessibility.
Get more registers, and make them self service registers.
Put tables in the foyer so that people can hang out there while the line dies down.
When there is an open house, or an important event on campus, it needs to be open for lunch.
Put the WPI logo on the tables as placemats.
No need to be open for lunch or past 11 at night.

- **Name & date/time of interview:** MC / Monday November 23, 2009, 6pm
- **Year:** 2011
- **On/Off Campus:** On
- **On/Off Meal Plan:** On
- **Over/Under 21 years of age:** Under

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

About 2 times per week.

3.) Who do you go with?

Usually go with a group of people.

4.) What time do you usually go?

About 5 PM, right before the line gets long.

Or about 9 PM.

Never had to wait a long time in line. The restaurant is pretty quiet when she goes.

5.) Do you tend to order drinks or food?

Favorite dish is chicken tenders with BBQ sauce.

Hot dogs are really good, but she wants baked beans with her hot dogs, not French fries.

People could get bored of the menu. Weekly specials or a rotating menu would be valuable.

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

The entertainment never encourages her to go or stay.

The restaurant isn't for entertainment, it's for eating. No entertainment would encourage her to come.

7.) Are there any changes you would make?

Wants to see the decorations get finished. Put the rest of the Greek shirts up.

The music selection is good. 90's music is a good choice.

8.) What are your thoughts on a delivery system? Would you use it?

Never used it, might use it if you could use your meal plan.

System wasn't well advertised.

Online ordering system might be good, but the whole system seems like a waste, because the restaurant is on campus.

Additional notes:

The separation of the over and under 21 area is not good for the restaurant.

People should be able to mix and mingle. Most of the campus is under 21, and especially junior year, when people are turning 21, it separates groups of friends.

This year is a very vast improvement, and the ordering system is fantastic.

Bussing her own table would be nice because that is how Panera does it.

More cash registers would be handy to reduce the size of the line.

Table sitting in the campus center with food samples would be a good way to advertise the restaurant to the rest of campus.

A lot of the freshmen know about the restaurant which is nice.

Sunday brunch would be fantastic.

It would be nice to have it open for lunch, but it's understandable why they are only open for dinner.

She really wants Sunday brunch back.

More vegetarian options.

- **Name & date/time of interview:** MD / Monday November 23, 2009, 7pm
- **Year:** 2011
- **On/Off Campus:** On
- **On/Off Meal Plan:** On
- **Over/Under 21 years of age:** Over

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes, but only for food.

2.) How often would you say you go?

At least once a week

3.) Who do you go with?

Usually he goes alone.

4.) What time do you usually go?

Whenever he is free after 8 PM.

Never really a long line.

5.) Do you tend to order drinks or food?

Favorite dish is the BBQ chicken tenders.

Change the menu weekly, a weekly special or an entrée of the week

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

He never really comes to the entertainment.

Would like to see more open mic nights.

7.) Are there any changes you would make?

The tea dispenser frequently has problems.

Napkins on tables are a must.

The comment cards are very biased toward saying the food is 'Great' or 'Good' but it neglects the lower end of the spectrum like 'Poor.'

8.) What are your thoughts on a delivery system? Would you use it?

Never used it, probably would never use it because the delivery options are very limited.

Needs to be available for people on a meal plan. He would put two meals toward delivery if they allowed meal plans to use the system.

An online ordering system like Wings Over Worcester would be very beneficial.

The staff doesn't always know how to handle the delivery ordering system.

Additional notes:

The restaurant is far better than previous years.

The food ordering system is almost too fast.

Enjoys the real creamer for his tea.

The tea machine needs more work and needs to be more reliable.

Better dessert options, especially with the winter season approaching, there needs to be some hot options.

Shrink the entrée portions smaller so that people would be more apt to get dessert.

Make the desserts available to people who don't get a meal on a meal plan.

Make sure the people who clean the tables don't eat the food that people leave behind.

The price isn't competitive when thinking about the food quality, it would need to be cheaper or the food needs to be better for it to be competitive.

Provide bags to carry take-out or left-over's.

- **Name & date/time of interview:** ED / Monday November 23, 2009, 9pm
- **Year:** 2011
- **On/Off Campus:** On
- **On/Off Meal Plan:** Off
- **Over/Under 21 years of age:** Under

Questions:

1.) Do you ever go to the Goat's Head Pub?

Yes

2.) How often would you say you go?

About once a term

3.) Who do you go with?

Come with a group of people, usually SocComm.

4.) What time do you usually go?

Late evening, late night.

When the comedian was here, there was a huge crowd and a long line.

5.) Do you tend to order drinks or food?

No particular favorite from the menu, always up for new things.

People might get bored of the menu.

A lot of similar meals, the menu needs to rotate, or there need to be weekly specials.

6.) Does the entertainment at the GHP ever encourage you to come? If so, what do you like best?

Yes. Because she is in SocComm, she comes down for a comedian or other bands that SocComm helped organized.

When she turns 21, and can go to the bar, a beer tasting would be nice.

Trivia or Keno if it is well advertised might also be fun.

7.) Are there any changes you would make?

Wants to see the rest of the Greek shirts hung up.

No way to accommodate groups larger than about 8.

Overall, it is a better system than previous years.

8.) What are your thoughts on a delivery system? Would you use it?

Never used it, probably never use it because she lives right next door to the Goat's Head.

An online ordering system might be nice if it is well advertised.

Additional notes:

Maybe if it were open at lunch, it might be helpful. Open from like 12-2, close from 2-5 and open from 5-11.

Not in favor of the separation of the over and under 21 area. It splits groups of friends.

SocComm slides in the SocComm movie might be a good way to advertise, along with a commercial that could play on the WPI cable channel.

Advertise more for the specials, like cheap appetizers.

Advertise an incentive if it's the first time you go this year.

Advertise by Morgan Commons to get the freshmen informed.

Free samples in the Campus Center would work well.

Advertise a change in the menu.

Lot of fried, fast food, maybe more of a meal, like Steak Tips.

The restaurant has really good mozzarella sticks.

Make sure all meal plans can be used at the Goat's Head.

Make the food choices a little better, but maybe some more upscale foods.