

Trillium Kitchen & Patio

NOVEMBER 29, 2017

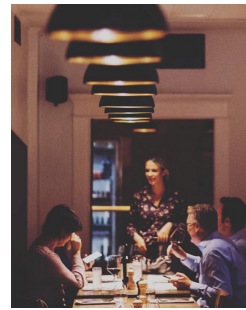
a public relations proposal by

THE BUCKEYE GROUP

trillium

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trillium

executive summary

As a new restaurant, staff turnover is a major internal threat to Trillium Kitchen and Patio's success. This PR plan designed for Trillium Kitchen and Patio will target the problem of high staff turnover by providing the TKP management with incentive and team building programs to implement in order to improve staff morale and performance based on customer feedback.

This strategy is rooted in our research findings. Key secondary research indicates that incentive programs improve performance by 22 percent, and team-based incentive programs can improve performances as much as 44 percent. Additionally, feeling engaged in company culture leads to a 41 percent decrease in absenteeism and a 17 percent increase in productivity. In interviews, servers expressed interest in both incentives and a training booklet, which was expected, given that in survey responses, 41 percent of servers reported feeling unprepared and that they would be motivated by cash incentives.

The goals of this project include increasing employee attendance at educational/team building events and understanding of the menu options and wine pairings, and increasing the amount of incentive programs and educational/team building activities. Other goals include drawing attention to retail wine night and increasing the positive ratings and feedback of Trillium.

Tactics include creating a training booklet, placing comment cards in checkbooks, using feedback from them to implement an incentive program, organizing team building/educational events, and distributing a flyer that advertises a social media promotion for Retail Wine Night.

This project will cost a total of \$3,649.55, which includes bonuses and incentives for servers, printing equipment for flyers, and team building events. It will be implemented between January and March, and evaluated by tracking event attendance and pre and post campaign surveys to measure awareness.



MISSION STATEMENT



"From our lively, wide-open front porch to our rustic-modern dining spaces to our intimate wine-tasting area, everything about Trillium is dedicated to greeting you with open arms, feeding you well, and helping you celebrate everything from the everyday to the extraordinary."



meet the buckeyes



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SITUATION ANALYSIS



Trillium Kitchen and Patio is an upscale, eclectic American restaurant in the northern University District of Columbus, Ohio. Named for the Ohio state wildflower, Trillium is in the location previously inhabited by longtime local favorite, Alana's Food and Wine, which has renovated the space into a more open and modern eatery. Co-owners, executive chef Bradley Balch and general manager Michael Kulikowski opened Trillium on June 1, 2017. Both men have previous restaurant experience in Columbus.

Co-owners Balch and Kulikowski want to keep the positive, outstanding reputation of Alana's while also creating its own special niche and identity, to soon be known as a legacy. A goal of Trillium is to be elegant yet wild, and always a place to go celebrate anything from extraordinary to the everyday. Each employee is dedicated, trained and expected to greet its customers with open arms.

Trillium's main external publics include The Ohio State University's faculty and staff, OSU parents, Clintonville residents, Grandview residents, Upper Arlington residents along with Columbus so-called "foodies" who enjoy delicious food and lots of great wine. The reputation of Trillium is still being established, but so far it has very positive feedback through the media, including Columbus Underground, Columbus Creates, and Columbus Monthly, as well as from customer reviews on websites like Reso, Yelp and Facebook.

For internal communication activities, employees take part in monthly training, team happy hours and tours of local suppliers to help the camaraderie among the employees for a more positive work environment. Externally, they hire a social media consultant to take pictures of their menu items for Instagram and Facebook. These social media platforms are also used to promote Trillium's upcoming events, such as wine tastings, retail wine nights, game day specials and live music on the patio. Trillium currently has 958 Instagram followers and 601 Facebook followers.

However, despite their positive start, a major internal challenge moving forward is the training and retention of staff. Due to the costs and time required to train staff, having a low-turnover rate is essential for a successful business. Having a well-trained staff is essential for high quality service that will continue to attract customers for years to come.

SWOT Analysis

Strengths

- Renowned chef, experienced manager and beverage manager
- Establishing informal staff team building
- Patio and live music
- Happy Hour drink and food menu
- Retail wine night
- Great game day traffic
- Features 75+ different varieties of wine

Weaknesses

- Loss of the patio in winter
- New and unestablished
- Still building social media presence
- Possible lack of established team culture among staff
- Search engine presence is weak
- Not super busy on weeknights

Opportunities

- Located in University District close to Clintonville, not as saturated with restaurants as Short North
- More parking than most restaurants - should advertise
- Participation in Columbus Restaurant week events
- Proximity to Worthington, Upper Arlington and Clintonville, especially by 315
- One of the few upscale restaurants located close to Upper Arlington residents

Threats

- Negative Yelp, Reso, and Facebook reviews could tank their reputation
- Old North Columbus Construction Rowdy students and loud music from Cazuela's next door
- Servers leaving to work at other restaurants
- Competitors: Harvest Pizza, The Crest The Pearl, The Guild House, Marcella's
- Construction around OSU campus

SECONDARY RESEARCH FINDINGS

Reasons for Restaurant Turnover Rates

According to a 2013 study from The Clute Institute, some internal drivers for high-turnover rates include the desire for challenging and useful work, as well as the need for career growth in all directions. In the restaurant business, tasks can sometimes seem repetitive and menial, and employees may not find the work satisfying. Some may see it as just an in-between job, such as college students hoping to make some extra cash, rather than a long-time career. It is important that Trillium creates an environment where employees, especially college students, see the job as an opportunity develop professional skills that will translate to later success in the workforce. Another reason for high-turnover is the need for performance-based rewards. Thus, it is essential for Trillium to implement these to retain those people who may have a preconceived idea to stay for only a short time.

The Success of Incentive Programs

According to a meta-analysis conducted by the Incentive Research Foundation, incentive programs have a positive impact. They found that incentive programs, with rewards in the form of money or tangible awards, increased performance by an average of 22 percent. Team incentives increased performance by as much as 44 percent. This is important for Trillium as it's evident that businesses can benefit greatly from incentive programs, especially when it's team oriented. Incentive programs also engage participants. When asked to persist toward a goal, people increase their performance by 27 percent when motivated by incentive programs.

In addition, the study found that long-term programs outperform short-term programs that run for a year or more produced an average 44 percent performance increase, while programs running six months or less showed a 30 percent increase. Programs of a week or less yielded a 20 percent boost. This is important information to know because if Trillium starts an incentive program, it should be strategic so that it can sustain for a long period of time.

Company Culture

Employees who are engaged in their company culture are more productive than employees who are not, according to findings from a meta-analysis published by Gallup this year. The analysis focused on the relationship between employee engagement and business success and found that companies that fostered a strong culture with their employees saw a 41 percent decrease in absenteeism and a 17 percent increase in productivity. Trillium is a small restaurant focused on providing great service and a specific experience for customers. This research illustrates the importance company culture has for Trillium, especially because it can have such a large impact on employee productivity.

GOAL STATEMENT

Our goal is to *implement employee feedback* and industry research into a realistic strategy to improve Trillium's training, retention, and overall satisfaction of staff. Creating a positive, supportive company culture through *incentive and team-building programs* will improve the overall quality of service, and therefore **improve the customer experience at Trillium.**



KEY PUBLICS

Servers

- Servers are the most important of all three publics on which we focused. This is because they are the center of our goal statement, as we focus on Trillium's training, retention and overall satisfaction of staff. Trillium's manager and assistant general manager expressed their desire to deeply focus on retention of staff, as it is a very big part of the success of the restaurant. Servers are the foundation for restaurants' success since they have the most direct interaction with customers and bad service can be the reason people do or do not come back to a restaurant. They have a lot of influence on the customer's experience as well as the reputation of the restaurant. An appropriate channel to reach this public would be face-to-face, work telephone and email.
- Our focus group and surveys provided good demographic, as well as psychographic data on the servers. Some demographics we collected are about 5-6 servers are in their mid 20s and 6 are 45 and up. They range between the ages of 17 and 55. From our answers on the survey 42.86 percent are male servers while 57.14 percent are females.
- For psychographic our results showed that honesty, integrity and character are the biggest traits looked for in servers, servers like the night time schedule because it works with their personal schedules, and they expressed how fulfilling this job is because it is always changing and they feed off the energy of their coworkers and customers. Though at Trillium there are a variety of age ranges, a good majority of people who work at restaurants are younger, college and newly graduated students who are searching for long-time employment. This will also be an important segment of the public to target because these are the people that are most likely to have a higher turnover rate because in general, they don't see this as a long-time career if they are in or are planning to go to college. People in that age range, particularly young adults, like to go out on the weekends to bars and restaurants on High Street. College students also love going to coffee shops, where they spend time doing homework or hanging out with their friends.
- A good majority of workers at Trillium belong to the Millennial generation, whose ages range from 18-35. The Millennial generation are technologically savvy, civic oriented, and are the most conscious to date about health, social, economical and environmental issues. Many Millennials are global citizens, entrepreneurial, frugal, liberal and desire authenticity.

KEY PUBLICS

Owners

- The owners are our second most important public being targeted. The owners are making the decisions for not only who to hire, but they are also in charge of implementing incentive programs to help the retention and satisfaction of the staff. The owners will help Trillium succeed by putting effort and time into the selection of the servers they hire. Servers are our number one targeting public and the owners have a huge impact on their success. The owners have the most power within the organization and shed the most influence on their other employees. Channels to reach the owners would be work email, work telephone and face-to-face conversations.
- Michael Kulikowski and Bradley Balch are co-owners of Trillium. Kulikowski graduated from Fisher College of Business at Ohio State University. He double majored in marketing and business. Not only did he graduate from OSU, but he also then went on to attend and later graduated from the Columbus Culinary Institute. Kulikowski has over ten years of restaurant experience prior to opening Trillium. Balch is the head chef at Trillium. He graduated from Johnson and Wales University with a degree in culinary arts. Balch has over twenty years of restaurant experience prior to Trillium, including as chef at the Sycamore, a restaurant in German Village.
- Entrepreneurs are enthusiastic, optimistic and future-oriented. They believe they'll be successful and are willing to risk their resources in pursuit of profit. They have the creative capacity to recognize and pursue opportunities. They are both persuasive and persistent. As well, successful entrepreneurs are flexible, open-minded and decisive. Great restaurant owners have to be upbeat to set a tone for the employees and increase overall happiness for customers. Given the hectic nature of restaurants, owners desire to be models of stability and have good communication skills. While we do not know Kulikowski or Balch on a deep level and have not seen how they interact with their employees and customers, we can assume that they possess many of these traits given the success of their restaurant so far, as well as some of our survey feedback. to coffee shops, where they spend time doing homework or hanging out with their friends.

KEY PUBLICS

Clintonville Residents

- Our last key public being targeted are the Clintonville residents. Clintonville is located right outside of OSU's campus. Kulikowski expressed how there are not many other upscale restaurants on this part of High Street, so he wanted to make this one very popular and well known among the residents of Clintonville, its neighbors. These residents can support Trillium by eating at their restaurant as well as spreading the word of this new restaurant. Word of mouth is very powerful for the reputation of any business as it influences whether people will go there or not. Some appropriate channels to reach these publics are social media, newspapers, flyers and billboards.
- We collected data on this specific key public by using a survey. The ages of people who participated ranged from 18-64. Forty-five of these people are female and eleven of them males. Qualities that Clintonville residents look for in servers are attitude, attention and knowledge. The number one thing mentioned about how a server could ruin one's dining experience was being rude. The quality of food was the answer chosen by a majority as to what impacts their experience most at a restaurant. Some additional demographic information about the residents of Clintonville overall is that it includes a male population of 17,888 and a female population of 18,052 with an average income of about \$78,422. About 88.9 percent of the population is of white ethnicity, while only 3.4 percent is of color. The median age for residents of Clintonville is about 40 and about 40 percent of its residents in Clintonville are married with families.
- With the median age of the Clintonville residents being 40, some activities that they might enjoy is the entertainment in the Arena District such as sporting events and concerts at Nationwide Arena and Huntington Park. COSI which is a science museum has been recognized as one of the best in the United States. Clintonville is located right outside of Ohio State's campus. Tours of campus and sporting events fun for everyone in the family(3). Around the holidays Clintonville hosts a HolidayVille which is Dec.3 this year. This is a neighborhood-wide holiday party with lots of music, refreshments and even free jolly trolley rides(4).

Objectives

Key Public: Servers

To impact the action of employees; specifically, to increase their attendance at educational/team building events (20% increase in 6 months)

To impact the awareness of employees; specifically, to increase their understanding of the menu options and wine pairings (30% increase in 3 months)

Key Public: Owners

To impact the action of the owners; specifically, to increase the amount of educational/team building activities for employees (Once every two months)

To impact the awareness of the owners; specifically, increasing their understanding of recruitment and retaining employees. (35% increase in 3 months)

To impact the action of the owners; specifically, increasing the amount of incentive programs (20% increase in 3 months)

Key Public: Clintonville Residents

To impact the awareness among Clintonville residents; specifically, drawing attention to retail wine night (30% increase in 2 months)

To impact the action of the Clintonville residents; specifically increasing the positive ratings and feedback of Trillium (30% increase 4 months)



Primary Research

Server Focus Group

The purpose of the server focus group was to find information regarding server retention and training from the perspective of the serving staff. The participants of the focus group were a newly hired, first-time bartender, and a veteran server who has been in the business for over 15 years. The data we collected was about how servers feel about working at Trillium, why they are working there, and their thoughts on running an incentive program.

The first key piece of information that we learned from the focus group was that servers and bartenders are primarily there for the money. The serving staff is happy if the restaurant is busy and they are making money, but they are unhappy if the restaurant is too busy, with servers getting stretched in too many directions. Servers are able to work just 4-5 hours per shift and that generally takes care of everything that they need to make them happy. Other reasons servers liked working at Trillium included the crew that they work with and the nighttime work schedule.

The serving staff did not like that their job often can be very stressful. Customers expect servers to give them a certain level of service, but sometimes there is so much to do that servers are unable to give the proper service that they hope to give. In these types of situations, customers can become impatient and tips could be greatly affected. The servers find the tip aspect of the job stressful because customers can dictate the amount of money they make based on performance. There are many stressful aspects of the serving job at Trillium, but the biggest issue regarding employee retention is that servers must feel that the money counteracts the stress for them to hold their jobs.

Both participants felt that their job at Trillium could be long term. If a server felt like it was not, the skills set that is learned is something that he or she could always fall back on. The serving staff understands that serving can turn into a career and that their job could be long term, being promoted to a management position or moving on to a higher level position within the industry. After asking about the training process, we found that the serving staff felt that there was no structured training regimen. However, they felt that it was not an issue because Trillium tends to hire seasoned servers. It was stated that an in-depth training process would not be beneficial for a small business like Trillium. Instead, it was brought to our attention that the staff would appreciate a general packet with guidelines for serving, making drinks, and setting yourself up for success.

When servers were asked about their current incentive program, it was described as more of a perk than a set program. The staff feels that they would benefit from an incentive program. Some suggestions for incentive programs included weekend and long-term programs. These programs would create friendly competition among the staff to improve camaraderie and sales.

Primary Research

Informational Interview

Interviewing the owners is crucial to creating an effective strategy to address our goal statement. We need to have a good understanding of the owner's thoughts when it comes to how the restaurant should run, because we want the strategy to support Michael's vision. The main purpose of the interview was to find information that we could use to improve employee retention and training. Along with Michael, we interviewed Chelsea, the assistant general manager

One of the key things we found was that, although Trillium would love to have servers hold their positions for several years, they do not expect them to. However, serving at Trillium is not a dead end job. Trillium views serving as an entry level position, where there is much room for promotion and personal growth. The owners and management at Trillium encourage their servers to move on to the next step in the restaurant industry when they are ready. Servers often get promoted to management positions or obtain jobs in sales, where they excel. Chelsea hopes to hire servers who want to build a career that starts with serving. The owners and management of Trillium understand that the chances of finding a career server are not likely, so they are looking for those who might be interested in pursuing a career in the service industry, or are willing to stick around for at least six to eight months before moving on to the next job.

The interview also gave us information about the ideal server for which Trillium is looking. Chelsea stressed that her ideal server is willing to learn continuously to expand his or her knowledge about food and wine. They are skilled at reading guests and know how to deal with any type of situation. Whether there is a question about the menu or an angry customer, the ideal server is always prepared.

Information about Trillium's server training process was also recorded. We found that servers begin by following veteran servers during the shift for about a week. Afterward, servers take small sections (2-3 tables) on slow nights, then work up to full size sections. Servers are tested on their knowledge of the food and wine menu through verbal and written exams as well. Chelsea mentioned that she would like to implement more menu and wine testing throughout the training process and Michael liked that the training process was not streamlined and rigid. Michael also said that he did not want to have a completely structured training process because he wanted servers that were casual, friendly and far from robotic.

The final important finding from the interview was that Michael is open to the idea of an incentive program for serving staff. Currently Trillium has an unstructured incentive program between wine representatives and servers, where servers receive a sample bottle of wine for selling an exceptional amount of a specific bottle. There is no incentive program at Trillium that is set in stone with organized protocol, so Michael is willing to invest in one under the condition that it is within reason and is type of program that rewards servers for the right things.

Primary Research

Server Survey

To focus on the key public of Trillium Kitchen and Patio employees, we developed a Qualtrics survey to better understand the demographic and psychographic information about this public, in addition to gauging their attitudes on what it is like to work there, their responses to our ideas and ideas for improvement. Using multiple choice, short answer and slider bar questions, the goal of this survey was to understand what currently motivates the servers and what could motivate them in the future.

The most important finding in our survey was that all the respondents said that an incentive program would encourage them to work at Trillium longer. This is what we were expecting based on secondary research, but it was good information to know going forward as we developed this plan. Most of the respondents reported that cash would motivate them the most as well, which helped us to design an incentive program. What was surprising was that four out of the seven respondents considered their positions long-term, given that the restaurant business has very high turnover rates. The number of years they would stay ranged from one year to four years, depending on other careers launching, moving and the earning potential/success at Trillium. This is important as it gives Michael a good gauge about the retention of his employees. What was also surprising and very important to note, was that 43% of the employees felt somewhat unprepared. Given the high reviews, it was interesting to see how some employees still were struggling a little. This is key information to know as we must help Trillium improve their training process so they can provide the best service possible to keep people coming back to Trillium and attracting others through good reviews and recommendations. Also, important to note, when the respondents were asked about any team building activities, several employees reported that they were unable to go because they could not legally drink, another reported that they were informal and others did not know if any existed. This helped us moving forward with deciding our tactics of how to build company culture.

Clintonville Public Survey

This Qualtrics survey targeted the public of Clintonville, and was placed on a Clintonville Community Facebook page. Its goal was to understand the key public of Clintonville residents demographically and psychographically, and understand what they are looking for in a restaurant experience. It was composed of 10 multiple choice and short answer questions, and received 58 responses. The most important info that we gained was what they valued most in servers. The top three were friendliness, menu knowledge and timeliness. This information was helpful in developing our incentive program that we will detail later on. Something that surprised us was that when asked if the quality of food or service impacted their experience the most, only 28% said that the quality of service did. We thought that it may be a little higher. However, that certainly does not negate the importance of strong customer experience. The next question provided a short answer space for their experiences with server mistakes at Clintonville restaurants. Their replies ranged from rude servers to lack of concern for dietary restrictions, to forgetfulness to etiquette issues. Clintonville residents ranked friendliness as the top quality that they value in a server, followed by menu knowledge, timeliness, and attention to detail. In a short answer question asking what impresses them most with servers, many respondents listed attentiveness, personality, and customer service. The next question asked what would ruin a dining experience, and the responses included rudeness, neglecting allergies/dietary restrictions, forgetfulness, and unsanitary actions like touching food or the tops of cups. 67% of respondents said that quality of food impacts their experience the most, while 28% said that quality of service did. 4% said other, and their write-in answers were: both, and "high quality service would never allow low quality food."

CAMPAIGN THEME:

"GIVING PURPOSE TO SERVICE"



Strategies

As our main focus, we plan to show the Trillium servers how they will benefit from our campaign. According to the survey, the majority of the servers said they were motivated by cash bonuses and planned to remain at Trillium for one to two years. Implementing an audience engagement strategy will motivate the servers to remain at Trillium long term by giving them a goal to work towards. Rewarding the servers for positive feedback will cause the servers to become more motivated to learn and retain information that could positively impact their customer interactions. Using an audience engagement strategy for Trillium's servers will motivate employees while making them feel appreciated. As the servers work to achieve their reward, they will also feel valued within the company, which will cause them to stay longer. In addition to employee motivation, the audience engagement strategy will provide a higher level of customer service which will positively impact customer feedback.

Our second strategy focuses on the owners of Trillium. As the leaders of the restaurant, the owners will complete their objectives through hosting events for their employees. When they increase the number of events for their employees, the owners will continue improve communication within the company. These events will allow feedback between employees and management which will improve employee satisfaction and retention.

Our last strategy is organization performance. Focusing on Clintonville residents as our third key public, this strategy attempts to target these individuals for feedback. Receiving feedback from this key public will allow Trillium to gain a better understanding of their performance as it appears to one of their target audiences. The organization performance strategy will impact the motivation of Trillium servers while ensuring the organization is working at its highest potential.

Each strategy for the three key publics connects with another. Beginning with the owners, the continuation of events and encouraging the employees to succeed will inspire the servers to try their best which will generate positive feedback from customers. The positive feedback from customers should not only bring them back, but also sway other potential customers to try Trillium.

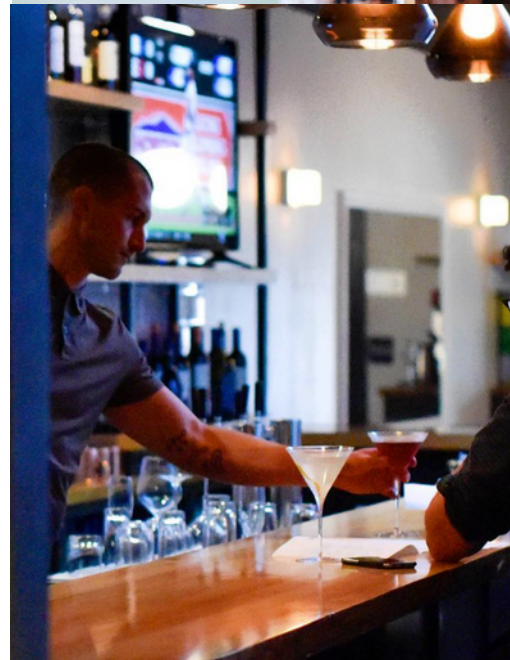
Tactics

Comment Cards

We suggest making comment cards that can be put into each checkbook. They will be half-sheets of paper and there will be three categories: friendliness, knowledge of menu and timeliness. These are the top three qualities that Clintonville residents cared most about for servers. Each quality will give the ranking, from 1 (poor) to 5 (excellent). At the bottom there will leave a line for additional comments. To track Clintonville residents specifically, below there will be a line for where you are from. It could say something like "Let us know where you are from; we love to know our customers." At the top there will also be a line for the server's name.

The comment cards will be put near where the check books are located and each employee will put one in when they pass out the checkbooks out. After dinner, the server will mention that there are comment cards they can fill out. This will hopefully motivate the server to do well, knowing that having a good review will help them for the incentive program, which we will outline later. The servers will put their names on the sheets and keep them in their apron. At the end of the night, whoever is closing, will collect all the comment cards and put them in a safe location. After every night, the next day or whenever is most convenient, one of the owners will put the information in an excel spreadsheet to keep the data for records.

The public and target audience for this tactic is the Clintonville residents. One of our objectives was to increase the positive ratings of Trillium for Clintonville residents. This will provide a measurable way for Trillium to see their reviews. In addition, as mentioned before, this tactic will be central for our incentive program. Comment cards are a good way to rate the quality of servers, rather than measuring by sales for example, because customers could order expensive or a lot of food regardless of how well they performed. The owners as well can see which qualities reviewed that are lower, which will help them in their training process.





Incentive Program

We have decided to implement an incentive program, because through our primary research we found that all the 8 Trillium servers we surveyed said they would be motivated by this. In our secondary research as well, we found similar findings. For the new program will use cash as an incentive, because this was the overwhelming option among the employees in the survey. The comment cards will be used to track employee performance.

We decided to use comment cards because this is an easy way to measure performance. It is also a fairer than an option then incentivizing people with the highest sales because some customers may choose to buy higher priced meals that have nothing to do with the servers. Also, servers will be more genuine as their recommendations will not be based on the highest priced item. The sum total of the points received for each server recorded in the excel spreadsheet will be calculated after each quarter. The server with the most points will receive a \$100, the second \$50, and the third \$25, all in Visa gift cards. To help ensure that servers do not fabricate their comment cards, busboys could pick up the check with the cards.

To help decrease staff turnover, which was a huge concern for Michael, cash will be rewarded to people who stay extended periods of time. Staff who stay for six months will receive \$50, one year \$200, two years \$200, and then if they stay for longer, they will receive \$100 for each year they work. This money again will be in visa gift cards. We also suggest Trillium to continue their wine incentive program where if a server sells a certain amount of wine, they will be given sample bottles. Not only is this another incentive to encourage employees to stay and to sell more wine, they will also be able to taste the wine, which will help them when they talk to customers about different wine pairings.

Tactics

Employee Training Booklet

We suggest making an employee training booklet, due to a recommendation by a server in the focus group who thought it would be helpful to make the training process more organized and documented. While some servers may have a decent amount of experience, there will still be people needing a little extra help. There is a lot of learning and the training process does not last very long. The survey also reported that 47 percent of the employees felt somewhat unprepared. In the booklet could include the menu, along with wine recommendations. This will be helpful, and aid in the customer experience. There would also be a diagram of how the table is set up, as well as table numbers. There could be a checklist of general steps of service and any other expectations or protocols people are supposed to follow.

The booklets can also include the mission and values of Trillium, as well as some background info, so they can start to understand the culture better. These booklets can be printed by the owner and be given out to each employee when they begin. This way, employees can review the sheet again before their next shift so they don't forget what they learned, and can continue to memorize the menu and wine pairings. A booklet will also be put in the kitchen or in a convenient area, so new employees especially can look at it throughout the night.



Tactics



Retail Wine Night Flyers

In order to promote retail wine night and attract more people to Trillium, we have created flyers to be distributed to the customers. The flyers showcase Trillium's images of wine from their social media, including a backdrop with wine and their logo. The flyer details that customers can enjoy a bottle of wine at retail price every Tuesday. To help bring even more awareness about Trillium and its wine night, we wanted to use a social media promotional idea and used this flyer to display it. We thought a flyer would be a good way to do this because, if servers forget to mention it, customers will at least see it on the page and hopefully respond. If people take a picture in the restaurant, tag Trillium and put the hashtag #CelebratewithTrillium and post on their social media, they will receive a free appetizer at the owner's choosing after showing the server the post. People must have at least 50 friends, so they do not just create an account for the food without the post having an impact. We believe this will increase Trillium's social media presence, as customers will follow their accounts and more people will hear about Trillium. When people post to Facebook, they might also be led to write a review, which will help Trillium as well. We believe this has big potential because most of Trillium's target audience are big social media users. In a 2016, Pew research study, 84 percent of people aged 30-49 use Facebook. Also, people love free food and this is an easy way to get some. People will only get one flyer per table and the hostess will have a stack near them and will give it out to the table before the meal begins so they can get the appetizer before dinner if they choose. While flyers aren't proven to be the most effective form of PR, given that people can get free food from following the instructions on the flyers, they may be more inclined to pay attention to them.

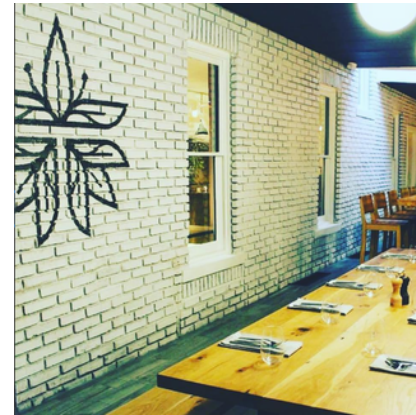
Tactics

Group Bonding/Educational Events

We would like to have Trillium continue their wine classes, because so far they have been successful. Knowing about wine is crucial for Trillium because they want to be known for their wine in Columbus. Servers must be knowledgeable to make good recommendations to customers. In the focus group as well, both people expressed that to have knowledge was crucial and wanted more of it. We suggest that Trillium continue to do these every quarter. With the classes though, we also suggest that Trillium include food with it. Trillium could make a few of its dishes that pairs well with the wine. This way servers will personally be able to tell its employees how well certain wines pair with dishes.

We also suggest that Trillium having a bonding event once every quarter. Not everyone can participate in the wine classes, so it would be good to have something that everyone can attend. People in the focus group and one person in the survey said they either did not know how to describe company culture or thought it should continue to develop. People don't have to be best friends and hang out all the time, but some comradery that could be formed through these activities might help build a strong culture. The more positive the environment, the more people will be inclined to stay. This culture will also improve the customer experience overall. We suggest that every quarter, starting March 5, 2018, Trillium cater food for their employees in their restaurant. This could include from places such as Panera and City Barbeque, and others where prices are reasonable. We think a buffet would be a good idea because it makes it easier and it is cheaper than buying individual meals for employees. Also, given that Trillium would provide them a free meal, we think that there would be a pretty good turnout. The events will also all be on Monday, so no one would be scheduled to work.

Two weeks prior to the event, one of the owners will send out an email and also ask employees at the beginning of their shifts to get a head count on how many people will be coming. A week before, they will call the restaurant to order the food. On the day of the event, they will pick up the food and bring it to Trillium and the gathering will last 1-2 hours.



Evaluation

Our first server objective is to increase their attendance at educational/team building events. In order to evaluate this, we will take attendance figures at these events both before and after the implementation of our communication plan. In this way, we can see if we have achieved the increase in attendance we desire. The second server objective is to increase their understanding of the menu and food and wine pairings. We will administer a pre and post-campaign survey that evaluates both the servers' knowledge of the menu items and pairings and how comfortable they feel with the menu. This will provide a measurable figure as to how well the servers know the menu items.

Our action objective for the owners was to increase the amount of education/team building events for employees. To evaluate this, we will account for the numbers of these events both before and after the campaign is implemented, and see if this number increases after implementing the campaign. Our second objective for the owners is to increase their understanding of employee recruitment and retention. We will conduct pre and post-campaign interviews with the owners to determine their level of understanding with these concepts both before and after the campaign. We will also conduct an interview during the campaign to see if the owners are actively improving their understanding while the campaign is in progress. We would also like to see the owner's increase the amount of incentive programs. To evaluate this objective we will be accounting for the number of incentive measures the owners have implemented both before and after the campaign, providing us with a measurable difference once the campaign is over.

One objective for Clintonville residents is to increase their awareness of Trillium's retail wine night. We will conduct a pre and post-campaign survey to residents of Clintonville to determine whether or not they are familiar with wine night and whether that familiarity increases once the campaign is over or not. We also would like to increase the positive ratings and feedback from Clintonville residents. In order to evaluate this, we will account for the number of positive reviews in the comment cards we give to customers. In this way we will be able to account for a change in the number of positive reviews over the course of the campaign.

Budget

Incentive program and prize cash - \$1,700

\$700 for quarterly incentive program prizes

\$100 x 4 (First Place Prize)

\$50 x 4 (Second Place Prize)

\$25 x 4 (Third Place Prize)

\$25 gift card or bottle of wine equal in cost

\$1000 divided among servers for yearly anniversary bonus

\$100 per employee for annual bonus, assuming 10 employees stay one year



Printing Equipment - \$749.55

Color ink cartridge - 4 packages (\$164.99 per cartridge on Staples)

Printer paper \$60

4 boxes of 8 (\$15 per case on Staples)

Paper cutter (\$29.95 on Staples)

Group Bonding - \$1,200

\$300 each quarter (Panera Deluxe Assortment Catering: \$69.99 serves 10 people)

Total: \$3,649.55



Timeline

Timeline starting January 1, 2018

Comment Cards- January 16, 2018

Incentive Program- January 23, 2018

Retail wine night flyers- February 1, 2018

Employee training booklet- March 1, 2018

Educational events- Recurring every 3 months from March 1, 2018

Group bonding- Group event or activity every 2 months start March 5, 2018



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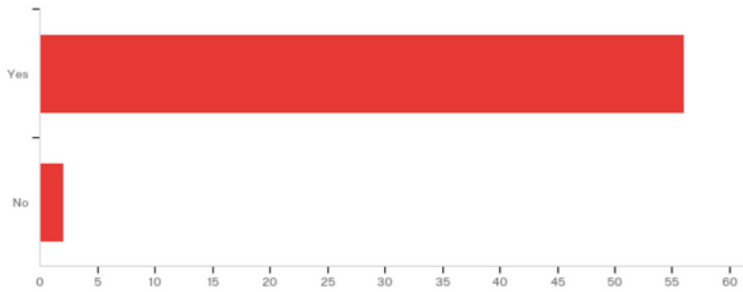
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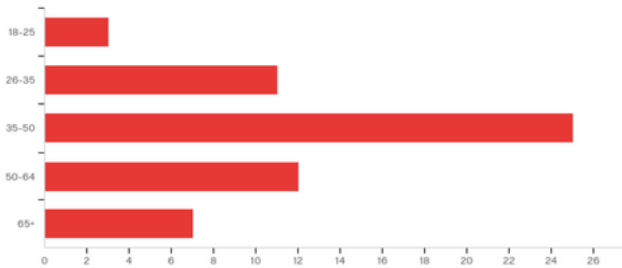
Appendix A - Clintonville Survey

Q3 - Are you a Clintonville resident?



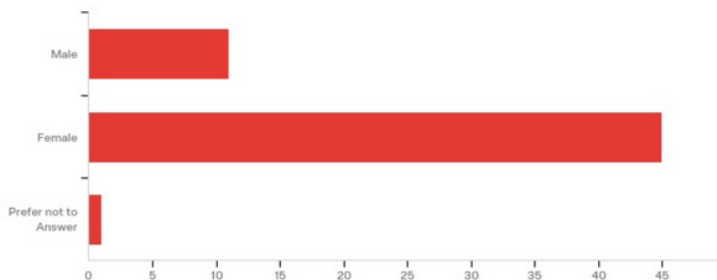
#	Answer	%	Count
1	Yes	96.55%	56
2	No	3.45%	2
	Total	100%	58

Q4 - How old are you?



#	Answer	%	Count
1	18-25	5.17%	3
2	26-35	18.97%	11
3	35-50	43.10%	25
4	50-64	20.69%	12
5	65+	12.07%	7

Q5 - Are you male or female?



#	Answer	%	Count
1	Male	19.30%	11
2	Female	78.95%	45
3	Prefer not to Answer	1.75%	1
	Total	100%	57

Q6 - In your experience dining at restaurants in Clintonville, have you observed servers making mistakes? If so, briefly explain:

In your experience dining at restaurants in Clintonville, have you observed servers making mistakes? If so, briefly explain:

Yes. They give the bill to the boyfriend when I'm paying. It's sexist and annoying.

Yes. The worst mistake is being rude to customers...gross but not necessarily a mistake is dirty appearance and/or uniform.

Yes. The only mistake I will complain about this is a server who makes me feel ignored.

Yes. Some seem to deliberately avoid eye contact when moving around to make it hard to get something.

Yes. I'm vegan and a few servers have brought me non-vegan items. I'm not upset because it always gets corrected. I just feel badly about the wasted food.

Yes - order mistakes (forgot to remove something from an item), unpleasant, unaware of menu items

Yes, I have observed servers not checking on tables that need refills, etc

Yes, forgetting orders, ignoring guests, bringing wrong food

Yes, errors with orders here & there or forgetting to follow up. Human mistakes.

Yes, but our server was new.

Yes, all servers make mistakes. Different servers have different frequencies of error, and proper leadership and training can reduce this but not eliminate it.

Yes -- not indicating when a menu item ingredient might be an issue (e.g., patron asks about vegetarian options and then orders something that has an unexpected meat ingredient).

Sure. Proper etiquette not always observed. Oldest ladies get to order first!

Sure, everyone makes mistakes. Sometimes the wrong item is brought, or given to the wrong person.

Picking up cups and glasses too close to the rim or taking a few of our glasses away to refill with water. Not sure who got which glass when returned

Once, a server forgot to take our order for about 15 minutes

Omitting or including an ingredient that was edited in some way by the patron (eg croutons on a salad)

Nothing serious

Nothing out of the ordinary

Not that I recall

Not really

Not really

Not often.

Not many.

Not asking if people at the table want another drink/dessert/etc.

no

No

No

no

No

No

No

No

misremembering orders, spilling drinks, giving food to the wrong people, not remembering things that customers

have asked them to bring, giving checks to the wrong people, ignoring tables, not refilling drinks promptly, etc.

Minor only, like forgetting a salad

Incorrect substitutions or food taking too long to arrive

Incorrect or delayed orders.

I think a lot of restaurants in the area hire servers with little to no restaurant experience and then fail to train them appropriately. I often feel generally neglected by servers, empty drinks with no offer of another, waiting to order, wasting to pay, etc. Strangely enough, I have also had half full drinks very promptly cleared off my table when I've gone to the bathroom or out to smoke on multiple occasions, always corrected quickly by staff.

I see evidence of mistakes (wrong orders), but not servers making mistakes per se.

getting order wrong

Forgetting items (extra napkins, additional requests)

Forget 1 thing

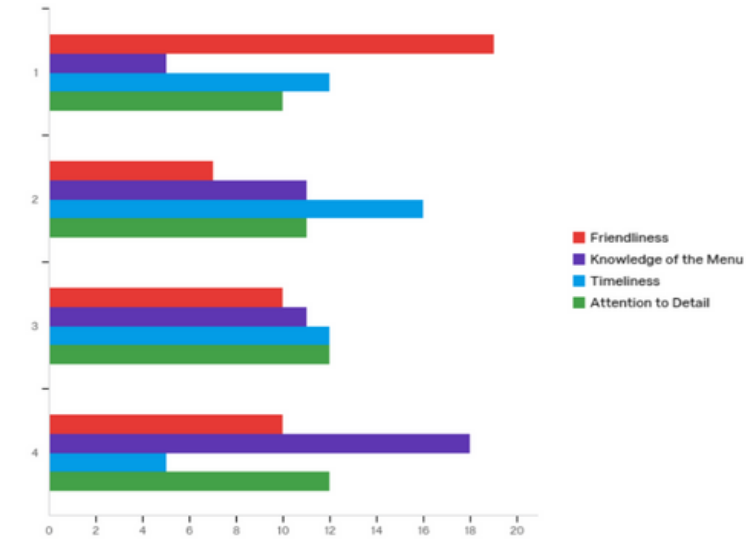
Everyone makes mistakes.

Bringing the wrong meal to the table, forgetting a drink order, forgetting other items asked for the table, bring the check before asking about dessert, getting checks mixed up, or putting the wrong items on the checks.

Bonchon-SLOOOOOWWWW

Absolutely, many times

Q7 - Rank the overall importance of these qualities in a server:



#	Question	1		2		3		4		Total
1	Friendliness	41.30%	19	15.22%	7	21.74%	10	21.74%	10	46
2	Knowledge of the Menu	11.11%	5	24.44%	11	24.44%	11	40.00%	18	45
3	Timeliness	26.67%	12	35.56%	16	26.67%	12	11.11%	5	45
4	Attention to Detail	22.22%	10	24.44%	11	26.67%	12	26.67%	12	45

Q8 - What impresses you the most with a server? (for example: consistent refills, personality, knowledge of the menu)?

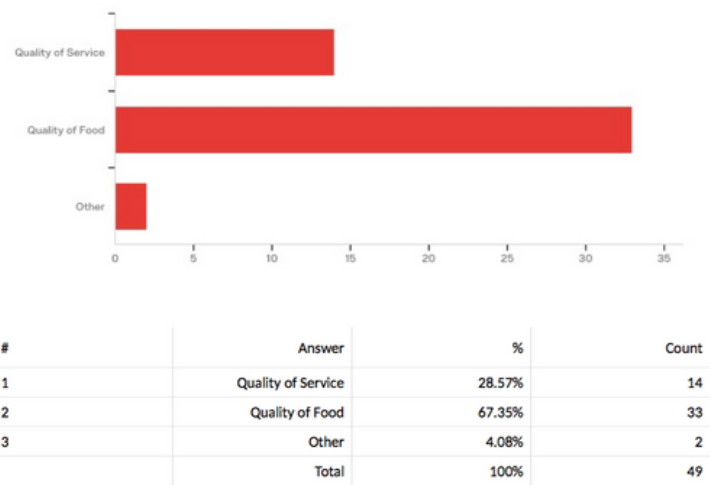
What impresses you the most with a server? (for example: consistent refills, personality, knowledge of the menu)?
Personality
fast professional service, attention to details
Observant but not hovering
Being quick and attentive
Making conversation, awareness of needs at the table
Consistent refills, being able to be attentive without interrupting
Attentiveness
Attention to patrons, friendliness
Ability to suggest menu combinations that are complementary AND that fulfill dietary restrictions.
refills /anticipating needs
Attention to customers
Ability to get it right
Attitude & attention
skating the balance between consistent service and giving customers space.
Im most impressed with a server who wants to make sure the customer has a positive experience.
Proactive knowledge of menu in relation to dietary concerns
accuracy, promptness, consistency, remembering, managing tasks, being personable, making good recommendations (and perhaps more importantly, honestly warning customers about potentially bad dishes if they're choosing between two things), etc.
Menu knowledge
Getting to know each tables patrons and their needs
Personality & following up
Attention to needs of the table
Knowledge of dining in general (food, wine, cocktails)

Efficient and helps expedite the meal from greeting and drink orders to coming back quick for food orders to helping the kitchen along and delivering promptly to bringing check quickly.
Friendly with out being a shadow.
checking in enough to keep on top of the experience but not too much to annoy the experience
Consistent refills
Personality
Personality and effort are far more important than flawless execution.
Someone who seems to understand the customer's needs without being told, whether it's refills, chatty/not chatty, guidance
Invisible service. Things appear
Personality and customer service
Personality
Attentiveness
Knowledge
Quick service, checking in after items are brought
Consistency
Personality, honest personal recommendations
To observe from a distance and not hover over the diners.
Good customer service
Friendliness and desire to ensure my meal is vegan. I tend to only go to vegan-friendly restaurants.
Knowledge of the menu and timeliness (a tie)
Professionalism
Personality and attention to detail - I shouldn't need to ask for a refill

Q9 - What is one thing a server could do that would ruin your dining experience?

What is one thing a server could do that would ruin your dining experience?
Be rude
bring cold food, ignore us, take too long to bring order
Uncleanliness
Being slow or disappearing
Mess up a meal that was clearly stated had an allergy
Be rude
Bring wrong or cold food
Ignore us and flirt at the hostess station
Bring ordered item that violates dietary requirements (e.g., salad with meat shards after asking for flesh to be omitted)
food served to people at different times
Not follow up
I have food allergies, not holding an ingredient would ruin experience
Be rude
be mean.
Make excuses for bad food or bad service
Ask me not to order an additional item because the restaurant is busy
ignore/forget us
It takes more than one issue to ruin my experience.
Waiting more than 10 minutes to stop by and introduce that they are the server
Rudeness
Bring an allergen to the table after careful ordering to keep that from happening
There are many "one things"
Not caring about their job
Bring cold food
Dismiss my needs
Forget to come back
take forever to take our order or just not stop in at all to check on things
Be snooty
Having them disappear... waiting on them to wait on you!
Not refill my drink
Touch my food when serving it
Be rude
Not come to the table.
Be very slow
Slow
Act like they don't want to be there & be rude
Poor appearance
Making excuses for mistakes.Mistakes happen; just apologize and fix it and move on. Defensiveness and denial seem to be growing in all sectors.
Be inconsiderate
Rude
Forget about you
Be obnoxious
Be overly dramatic, and "cute", while I have great respect for a good server, I don't appreciate having to hear unnecessary chatter.
Not check back w u and not refilling drinks
Be rude
Rudenessd is a desilbreaker but it never happens
Be rude
Touch my cup at the top where I drink from
Rude / ignore me - i've had servers ignore my table for an extended period of time after being seated

Q10 - What impacts your experience more at a restaurant?



Q10_3_TEXT - Other

Other - Text
Both
High quality-service would never allow low-quality food