# CONTENTS

Executive Summary.......................................................................................................................... 3  
Background .......................................................................................................................................... 4  
Secondary Research ............................................................................................................................ 4  
  The top 10 topics to consider when opening a restaurant: ................................................................. 4  
Research Objectives ............................................................................................................................ 5  
Limitations ............................................................................................................................................ 5  
Method .................................................................................................................................................. 6  
  Sample Definition ............................................................................................................................... 6  
  Sample Plan ....................................................................................................................................... 6  
  Questionnaire Development .............................................................................................................. 6  
Data Collection ..................................................................................................................................... 6  
  Non-Sampling Error Reduction ........................................................................................................... 6  
  Response Rate ................................................................................................................................... 6  
Findings and Questionnaire Analysis ................................................................................................... 7  
  Screening Questions ............................................................................................................................ 7  
Conclusions & Recommendations ......................................................................................................... 32  
Appendices .......................................................................................................................................... 34  
  Research Proposal ............................................................................................................................. 34  
  Schedules ....................................................................................................................................... 36  
  Weekly Status Reports ....................................................................................................................... 38  
  Sample Cover Letter ........................................................................................................................... 41  
  Sample Survey ................................................................................................................................. 42  
  Invoices ......................................................................................................................................... 45  
  Receipts .......................................................................................................................................... 46  
  Budget ............................................................................................................................................. 46  
  Invitation to Presentation .................................................................................................................... 47  
  Thank-you Letter .............................................................................................................................. 48  
  Returned Questionnaires .................................................................................................................... 49  
PowerPoint Presentation ...................................................................................................................... 49
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>Dining Frequency</td>
<td>7</td>
</tr>
<tr>
<td>Figure 2</td>
<td>Typical Dining Expense (Per Head)</td>
<td>8</td>
</tr>
<tr>
<td>Figure 3</td>
<td>Distance Preference</td>
<td>9</td>
</tr>
<tr>
<td>Figure 4</td>
<td>Current Dining Preference</td>
<td>11</td>
</tr>
<tr>
<td>Figure 5</td>
<td>Dining Companions</td>
<td>13</td>
</tr>
<tr>
<td>Figure 6</td>
<td>Preferred Day</td>
<td>14</td>
</tr>
<tr>
<td>Figure 7</td>
<td>Time Preference</td>
<td>15</td>
</tr>
<tr>
<td>Figure 8</td>
<td>Dining Duration</td>
<td>16</td>
</tr>
<tr>
<td>Figure 9</td>
<td>Interest in French Restaurant</td>
<td>17</td>
</tr>
<tr>
<td>Figure 10</td>
<td>Dining Choice Satisfaction</td>
<td>18</td>
</tr>
<tr>
<td>Figure 11</td>
<td>Dining Preferences</td>
<td>19</td>
</tr>
<tr>
<td>Figure 12</td>
<td>Alcohol Preference</td>
<td>21</td>
</tr>
<tr>
<td>Figure 13</td>
<td>Alcohol Pricing Tolerance (Glass)</td>
<td>22</td>
</tr>
<tr>
<td>Figure 14</td>
<td>Alcohol Pricing Preference (Bottle)</td>
<td>23</td>
</tr>
<tr>
<td>Figure 15</td>
<td>Alcohol Selection Preference</td>
<td>24</td>
</tr>
<tr>
<td>Figure 16</td>
<td>Gender</td>
<td>25</td>
</tr>
<tr>
<td>Figure 17</td>
<td>Residence Location</td>
<td>26</td>
</tr>
<tr>
<td>Figure 18</td>
<td>Distance from Hillsdale</td>
<td>27</td>
</tr>
<tr>
<td>Figure 19</td>
<td>Age</td>
<td>28</td>
</tr>
<tr>
<td>Figure 20</td>
<td>Employment Status</td>
<td>29</td>
</tr>
<tr>
<td>Figure 21</td>
<td>Annual Income</td>
<td>30</td>
</tr>
</tbody>
</table>
Executive Summary

The Naatjes family desires to establish a French Bistro in Hillsdale, MI. Mrs. Naatjes has worked in the restaurant industry for much of her life, and she has significant experience as a restaurant manager and Chef. The family’s goal is to determine the viability of opening a French Bistro in Hillsdale Michigan, and this study will provide significant feedback from the community regarding their fine dining preferences. With this objective in mind, the marketing research that we have conducted has been focused on exploring the four research objectives that were agreed upon with the client. Those objectives are cost sensitivity, cuisine preferences, dining habits and alcohol preferences.

The Bistro survey sampled a group of 1,772 community members from Hillsdale and Jonesville. Over 395 survey responses were received and 278 of those responses were selected for inclusion and analysis in this report. Those not included were eliminated through the utilization of income as a screening question. Specifically, surveys that listed income as less than $49,999 were screened from this report and analysis. As a result, our gross response rate was 22.29% and net response rate was 15.65%.

Survey respondents appear generally dissatisfied with their current dining choices with an average satisfaction with existing Hillsdale and Jonesville fine dining option falling to 2.8 points on a 7 point synthetic metric scale. At the same time, those same respondents expressed some interest in exploring a new French Bistro with an average interest in trying the new bistro of 4.7 on a 7 point scale. Respondents appear to be indifferent regarding alcohol with an average score of 4.2 on a 7 point scale for interest in drinking alcohol during dinner.

Personalized service, short wait times and value based pricing appear very important to Hillsdale and Jonesville residents. Respondents were very interested in learning more about the Bistro, and respondents offered comments ranging from business-to-business advice, a job application and several long commentaries on the general health of the local economy. Community members appeared generally interested in trying the new restaurant, but they are concerned about their ability to afford fine dining. Some respondents went as far as suggesting in their comments that the Bistro would likely struggle in Hillsdale county. Other respondents stated that they would likely become regular customers, and they expressed their excitement about the idea of a new fine dining restaurant moving into their community.

A section of demographic questions was included at the end of the survey, and it provided valuable demographic data regarding their age, income, occupational status and gender. Those questions helped screen responses, and they were helpful in further analyzing responses. This was especially true when our team sought to identify correlations between gender, income and dining choices. This demographic data will also be helpful in classifying the likely customers of the French Bistro.
Background

Before residing in Grand Rapids, Michigan, Susan Naatjes was a restaurant owner and a gourmet chef at a successful French Bistro in Australia for three years. After sending her son to Hillsdale College in Hillsdale, Michigan, Susan decided that a French Bistro restaurant would be an elegant touch to the small town. In order to initiate the institution of the restaurant, she sought out the assistance of the Hillsdale Marketing Research department. With the help of the research department, Susan hopes to utilize the project findings to seek potential funding from banks and augment her interactions with the Hillsdale City Council.

Secondary Research

Our research focused on providing insights into the steps that restaurants are taking to succeed in the current economic conditions. Those insights include suggestions on establishing the right ambiance, attracting customers through special promotions and understanding the alcohol preferences of consumers. The ultimate goal of this report is to provide a relevant decision making data regarding the selection and establishment of an alcohol menu, attraction of customers and the creation of an attractive dining space for customers. Although there is little empirical data regarding restaurants in Hillsdale Michigan, we were able to develop an understanding of existing consumer preferences through utilizing the findings of a 2008 Gallup Poll on consumer drinking habits and through consulting the findings of a 2008 report from the National Restaurant Association regarding consumer preference and culinary trend projections for 2009. Our research also examined the techniques that current restaurants are using to design their dining spaces and menus for maximum ambiance and profitability. Although these findings do not speak directly to the Hillsdale market, we believe that they provide an accurate indication of the current environment for new and established restaurants. The results of the secondary research have been condensed into 10 key topics that should be reviewed.

The top 10 topics to consider when opening a restaurant:

- The most successful restaurants are intimate ones.
- Use different glasses for red and white wine, and serve dessert in unusual bowls.
- Seasonal decorations are essential.
- Put menu items where the customer’s eye goes first, the upper right-hand side of the menu.
- Consumers are drinking less in restaurants due to recession and healthier lifestyles.
- Price is a key profit driver with restaurants turning to high margin menu offerings to remain profitable in the current economy.
- Beer and wine tied for popularity in 2005, but beer has returned to its former status as the drink of choice in America.
- Food-alcohol pairings, craft beer, specialty beer, organic cocktails, muddled cocktails and wine or beer flights are currently very popular with fine restaurants.
- The shift from wine has occurred mostly in Americans between the ages of 30 and 49
- Women are less influenced by the price of alcohol than men.

**Research Objectives**

The four research objectives outlined in our first and second meetings were discovering cost sensitivity, cuisine preferences, dining habits and alcohol preferences. Each of these objectives was built into specific questions that were designed to gain the maximum relevant data. Questions related to cost sensitivity were asked through categorical multiple-choice question that sought to discover three things. First, the range for per person consumer spending at a fine restaurant. Second, the price range that local consumers are willing to pay for wine by the bottle and glass. Third, the income range of local consumers. Cuisine preference questions were asked through a Likert scale. These questions sought to discover two things. First, the community’s interest in local and organic foods. Second, the interest level for beef, poultry and seafood. Dining habit questions were asked through multiple choice questions and the Likert scale. Multiple choice questions inquired into preferred dining times and days. Likert scale questions examined issues like dress code and ambiance. Alcohol related questions were also asked through Likert and categorical multiple choice questions. Beer, wine and liquor preferences were examined through the Likert scale. Alcohol price questions were asked through categorical multiple choice questions.

**Limitations**

Throughout our study, there were many limitations that arose while we were comparing and analyzing our data. When purchasing our mailing list, we received numerous participants with annual salaries less than that of our salary cut-off point. Because of these lower salaries, we did not use their data in our analysis. Another limitation we encountered was that many of the respondents completely ignored the alcohol section of the questionnaire due to their lack of interest. This caused some of our analysis of the alcoholic questions to be less accurate than the rest of our research. These limitations did not prohibit us from analyzing those questions, but they did limit the size of the analysis pool and lead to the disqualification of certain surveys.
Method

Sample Definition

The Bistro marketing team purchased a list from USAData.com which consisted of 1,772 citizens that reside in the Hillsdale/Jonesville area who receive an annual income of $100K+. Once receiving the list it was discovered most responses were actually in the $50K to $99K range and over 25% of our responses were filtered out due to the fact they made below $50K.

Sample Plan

Bistro team estimated a 4%-8% return rate on all questioners mailed which would give approximately 100 responses which would give the required amount so statistical analysis could successfully determine, demographics, habits, and preferences. However after all responses were returned Bistro team received a little over 400 responses.

Questionnaire Development

The research questioner was developed to correlate with the research objectives as best as possible. Every question served to either filter out unwanted responses or to answer research objectives. The questioner encompassed, categorical (dual and multiple choice), metric (natural and synthetic), and open-ended (un-aided); categorical questions that were both dual and multiple-choice. The metric questions were synthetic.

Data Collection

The questioners were sent out Thursday March 12, 2009 with a due date of Tuesday March 31, 2009.

Non-Sampling Error Reduction

There were a mixture of questions that were skipped for different reasons, the questions that were skipped most often were the questions pertaining to alcohol. Those questioners that were missing input on the alcohol section were still included. The only surveys that were dismissed were ones that were obviously skewed or missing 50% of required data.

Response Rate

Of the 1772 surveys mailed to Hillsdale and Jonesville residents, 395 surveys were received. Of those responses, 278 were included in the final report. The 117, 29.6% that were not included were disqualified through the screening process. Income and completeness were the two screening variables.
Findings and Questionnaire Analysis

Screening Questions

Question One: In a month, how often do you dine at fine dining restaurants? (Please select one)

- (0-2)
- (3-4)
- (5-6)
- (7+)

Figure 1  Dining Frequency

Question 1 was chosen in-order to determine the monthly frequency of dining among Hillsdale and Jonesville residents. This is a categorical, multiple-choice question. Analysis showed that Hillsdale and Jonesville residents generally eat 0-2 times per month at 71% followed by 3 to 4 times per month at 22%. The question will be useful in order to determine possible customer inflow and turnover rates.
Question Two: How much per person, does your family generally spend at a fine restaurant ex. (steak or seafood)?

(Please select one) [ ] (Less than $15) [ ] ($15-20) [ ] ($21-25) [ ] ($26-30) [ ] ($31+)

Figure 2  Typical Dining Expense (Per Head)

Question 2 was chosen in-order to determine how much money residents generally spend at a fine dining restaurant. This is another categorical, multiple choice question. Analysis showed that the top amount of money that residents generally spend is between $15 and $20 at 40% followed by between $21 and $25 at 20%. This question is useful to develop a target price range for the menu. It also demonstrates a potential price ceiling for meal prices.
Question Three: What distance are you willing to travel to eat at a fine restaurant? (Please select one)

- (0-10 miles)
- (10-20 miles)
- (20-30 miles)
- (30+ miles)

![Pie chart showing distance preferences](chart.png)

**Figure 3  Distance Preference**

This question was chosen with the intention of discovering the distance that residents are willing to travel in order to dine at a fine restaurant. This is a categorical, multiple choice question. Analysis showed that the top distance residents are willing to travel is a split between 20 to 30 miles and more than 30 miles. Each segment was roughly 36% of total respondents. This question was useful to show that residents are willing to travel longer distances in order to dine at fine restaurants.
Question Four: What new fine dining options would you like to see in Hillsdale and Jonesville?

- **Restaurants**
  - Italian
  - Seafood
  - Steak
  - Red Lobster
  - Outback
  - Applebees

- **Atmosphere**
  - Casual Dining
  - Family Style Restaurants
  - Smoke Free
  - Restaurant with Seasonal Menu
  - No new options

This open-ended aided response option to question 4 allowed respondents to specify what type of new fine dining options they would like to see in Hillsdale or Jonesville that currently do not exist. The most common response was a casual seafood or steak restaurant. In general, the respondents stated they want quality, less expensive food and good service.
Question Five: What fine dining restaurants do you enjoy eating at in Hillsdale and Jonesville? (Select all that apply)

- Chicago Water Grill
- Savarino's Restaurant
- Hillsdale Golf and Country Club Dining Room
- Other___________________

![Bar chart showing dining preferences]

**Figure 4  Current Dining Preference**

This question was chosen in-order to determine what restaurants in Hillsdale and Jonesville residents prefer to dine at. This is a categorical multiple choice question. Analysis showed that 83% of the residents preferred to dine at the Chicago Water Grill followed by Savarino’s Restaurant at 36%. This question was useful to show that residents do enjoy finer more expensive dining in Hillsdale and Jonesville. Also, this question shows that the primary competition for the bistro will be Chicago Water Grill.
Question Six: What is your favorite restaurant in Hillsdale and Jonesville?

This open-ended response option to question 6 allowed respondents to specify the types of restaurants they prefer to eat at in Hillsdale and Jonesville. The top response was the Chicago Watergrill at 118 followed by Saucy Dogs at 17 and Savirinos at 16. This also allows the determination of what types of menus customers typically enjoy.
Question Seven: When dining at a fine restaurant, do you generally eat (__) alone, (__) as a couple or (__) in groups? (Please select one)

Figure 5  Dining Companions

Question 7 is a categorical multiple choice that was designed to ask Hillsdale and Jonesville patrons how they prefer to eat, either as a couple in groups or alone. 62% prefer to eat as couples followed by 38% who prefer in groups. There was one response that indicated a habit of fine dining alone. This response was included in the analysis, but it does not represent a significant statistic.
Question Eight: When are you likely to eat at a fine dining restaurant? (Select all that apply)

- (Monday-Thursday)
- (Friday)
- (Saturday)
- (Sunday)

Figure 6  Preferred Day

Question 8 is also a categorical multiple choice that was constructed to see what days Hillsdale and Jonesville patrons prefer to eat out. As can be seen from the slide, 83% prefer to eat out on Saturday and 69.4% prefer to eat out on Friday. This indicates that Friday and Saturday are the nights that will likely be the busiest.
Question Nine: What time do you prefer to eat dinner out? (Please select one)

- Before 5 pm
- 5-7 pm
- 7-9 pm
- 9-11 pm

Figure 7  Time Preference

This is a categorical multiple choice question that was devised to answer question 9. It asks what time do you prefer to eat dinner out? 5-7P.M had a response of 73.1%. This means that the hours of 5-7P.M will be the busiest time for local restaurants.
Question Ten: When you eat out, how long do you generally eat dinner? (Please select one)

- (Less than 1 hour)
- (1-1.5 hours)
- (1.5-2 hours)
- (2+ hours)

Figure 8  Dining Duration

Question 10 is another categorical multiple choice that asks how long patrons generally take to eat out. 66% responded that they take between 1-1.5 hours to eat dinner. This question can be used to figure table turnover times, staffing, and reservation limits.
Question Eleven: On a scale from 1 to 7, where 1 is “strongly unlikely” and 7 is “strongly likely,”; how likely would you be to eat at a French restaurant, if one opened in the Hillsdale/Jonesville area? (Please circle only one number)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average</th>
<th>Standard Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>How likely would you be to eat at a French restaurant if one opened in Hillsdale/Jonesville area?</td>
<td>4.7</td>
<td>1.9</td>
<td>1</td>
<td>7</td>
<td>273</td>
</tr>
</tbody>
</table>

Figure 9  Interest in French Restaurant

Question 11 is one of the most important questions on the questionnaire. It is a continuum synthetic metric that asks, “How likely are you to try a French Restaurant if one opened in the Hillsdale/Jonesville area?”. Where one is very unlikely, and 7 being very likely. The average response was 4.7. This means just over half of accepted responses would be willing to try a new French restaurant. After running a confidence interval it was discovered that there is a 95% confidence that the average falls between 4.5-5.
Question Twelve: On a scale from 1 to 7, where 1 is “strongly dissatisfied” and 7 is “strongly satisfied,”; are you satisfied with the current fine dining options in Hillsdale and Jonesville? (Please circle only one number)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average</th>
<th>Standard Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you satisfied with the current fine dining options in Hillsdale and Jonesville?</td>
<td>2.8</td>
<td>1.5</td>
<td>1</td>
<td>7</td>
<td>274</td>
</tr>
</tbody>
</table>

Figure 10 Dining Choice Satisfaction

Question 12 is a continuum synthetic metric that asks, “Are you satisfied with the current fine dining options in Hillsdale/Jonesville?” With one being very unsatisfied, and 7 being very satisfied. The average response was 2.8, which means the average respondent was dissatisfied with the current restaurant choices in the Hillsdale and Jonesville area.
Question Thirteen: Next, we would like to ask about your fine dining preferences. On a scale from 1 to 7, where 1 is “strongly disagree” and 7 is “strongly agree,” please rate your response to the following statements. (Please circle one number per question)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average</th>
<th>Standard Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>I enjoy eating seafood.</td>
<td>5.8</td>
<td>1.6</td>
<td>1</td>
<td>7</td>
<td>273</td>
</tr>
<tr>
<td>I enjoy eating beef.</td>
<td>5.7</td>
<td>1.5</td>
<td>1</td>
<td>7</td>
<td>276</td>
</tr>
<tr>
<td>I enjoy eating poultry.</td>
<td>5.7</td>
<td>1.2</td>
<td>1</td>
<td>7</td>
<td>260</td>
</tr>
<tr>
<td>Personalized service is important to me.</td>
<td>5.6</td>
<td>1.2</td>
<td>2</td>
<td>7</td>
<td>269</td>
</tr>
<tr>
<td>The ambiance of a fine restaurant is important.</td>
<td>5.3</td>
<td>1.4</td>
<td>1</td>
<td>7</td>
<td>263</td>
</tr>
<tr>
<td>A wide selection of menu choices is important to me.</td>
<td>5.1</td>
<td>1.3</td>
<td>1</td>
<td>7</td>
<td>276</td>
</tr>
<tr>
<td>The use of local food and produce in my food is important to me.</td>
<td>4.7</td>
<td>1.5</td>
<td>1</td>
<td>7</td>
<td>270</td>
</tr>
<tr>
<td>I like to dress well when I eat at fine restaurants.</td>
<td>4.6</td>
<td>1.4</td>
<td>1</td>
<td>7</td>
<td>274</td>
</tr>
<tr>
<td>I like to drink alcohol when dining out.</td>
<td>4.5</td>
<td>2.1</td>
<td>1</td>
<td>7</td>
<td>266</td>
</tr>
<tr>
<td>I would Sunday brunch at a French restaurant.</td>
<td>4.3</td>
<td>1.8</td>
<td>1</td>
<td>7</td>
<td>272</td>
</tr>
<tr>
<td>I would eat lunch at a French restaurant.</td>
<td>4.3</td>
<td>1.6</td>
<td>1</td>
<td>7</td>
<td>257</td>
</tr>
<tr>
<td>I like to drink wine with dinner.</td>
<td>3.9</td>
<td>2.3</td>
<td>1</td>
<td>7</td>
<td>274</td>
</tr>
<tr>
<td>I am familiar with French food.</td>
<td>3.7</td>
<td>1.8</td>
<td>1</td>
<td>7</td>
<td>268</td>
</tr>
<tr>
<td>I would attend wine tastings offered by a French restaurant.</td>
<td>3.7</td>
<td>2.2</td>
<td>1</td>
<td>7</td>
<td>274</td>
</tr>
<tr>
<td>I like to drink mixed drinks with dinner.</td>
<td>3.6</td>
<td>2.1</td>
<td>1</td>
<td>7</td>
<td>271</td>
</tr>
<tr>
<td>I like to drink beer with dinner.</td>
<td>3.5</td>
<td>2.1</td>
<td>1</td>
<td>7</td>
<td>266</td>
</tr>
<tr>
<td>Eating organic is important to me.</td>
<td>3.4</td>
<td>1.7</td>
<td>1</td>
<td>7</td>
<td>276</td>
</tr>
<tr>
<td>I order alcoholic after dinner drinks.</td>
<td>2.8</td>
<td>1.8</td>
<td>1</td>
<td>7</td>
<td>270</td>
</tr>
</tbody>
</table>

Figure 11 Dining Preferences

Question 13 is a Synthetic Metric Likert Scale. It was designed to gain an understanding of the relative importance of specific atmospheric, food and alcohol items to Hillsdale and Jonesville patrons. Each question asked respondents to rate their opinion from strongly disagree to strongly agree on a 7 point scale. Several responses are worth noting. Beef and poultry received an average score of 5.8 and 5.7 respectively. Dressing well received an average score of 5.7. Wide
menu selection had an average score of 5.6. The other average scores on this slide are worth noting, but they represent a neutral or slightly negative score. I like to drink alcohol and I would eat lunch at a French restaurant indicate only a slight preference. 4 is the neutral number, and they only deviate from that by .5 and .3 respectively. Sunday Brunch had an average score of 4.3 which indicates a general ambivalence towards the idea of a Brunch. Seafood had a low score of 3.4 which indicates a slight lack of preference for seafood. The question I am familiar with French Food received the lowest score of 2.8 which indicates a noteworthy lack of familiarity among residents regarding French Food. These findings are important as they can be used to determine menu selection and offerings. They also provide insight into the market that you will be competing in.
Question Fourteen: How many alcoholic drinks do you have during dinner at a fine restaurant? (Please select one)

- (0)
- (1-2)
- (2-3)
- (3-4)
- (4+)

Figure 12 Alcohol Preference

This is a categorical multiple choice question, and it was designed determine the level of alcohol consumption that can be expected from customers. Responses indicate that 1-2 drinks is the likely number. 62% of respondents indicated that they drink 1-2 times during their meal. This information is useful as it allows us to determine likely alcohol consumption.
Question Fifteen: When at a fine restaurant, what is the price range that you are willing to pay for a glass of premium wine? (Please select one)

- (Less than $3)
- ($3-5)
- ($6-10)
- ($10-12)
- ($13+)

![Pie chart showing price tolerance ranges]

**Figure 13 Alcohol Pricing Tolerance (Glass)**

Question 15 is also a categorical multiple-choice question. This question was designed to determine the price for a glass of wine that Consumers in Hillsdale and Jonesville are willing to pay. $3-5 and $6-10 were the highest rated with 39% and 33% respectively. Totaling 72% of all respondents. This question is very important as it provides a price range of $3-10 for a glass of wine.
Question Sixteen: When dining out, what is the price range that you are willing to pay for a bottle of premium wine? (Please select one)

- (Less than $15)
- ($15-20)
- ($21-30)
- ($31-40)
- ($41+)

Figure 14 Alcohol Pricing Preference (Bottle)

Question 16 is a categorical multiple-choice question. This question is like question fifteen, but it focused on the price of a bottle of wine rather than a glass of wine. Responses indicate that the price many residents are willing to pay is $31 with 85% indicating that they would like to pay less than $31 per bottle. Responses were mixed with $21-30, $15-20 and less than $15 receiving 31%, 26% and 28% respectively. These results are important as they indicate the majority of residents seek value prices for their wine while a minority are willing to pay higher prices for premium wines.
Question Seventeen: Do you prefer a broader, more expensive selection of alcohols, or a more concentrated, less expensive selection of alcohols? (Please select one)

- (Broader, more expensive)  - (Concentrates, less expensive)

Figure 15 Alcohol Selection Preference

This is a categorical dual-choice question. It asked respondents to rate their desire for broader expensive alcohols and concentrated less expensive alcohols. 73% of survey participants selected concentrated less expensive. This is valuable because it indicates that most residents desire value and specialization.
Question Eighteen: What is your gender?

- (Male)
- (Female)

Figure 16 Gender

Question eighteen asked respondents about their gender. This question is a dual choice question. The analysis shows that roughly 45% of the respondents are male, and roughly 55% of the respondents are female.
Question Nineteen: Where do you live?

☐ (Hillsdale) ☐ (Jonesville) ☐ (Other)___________

Figure 17 Residence Location

Question nineteen asked respondents where they lived. This question is a categorical, multiple choice question. The data analysis shows that 73.8% of the potential customers live in Hillsdale. 21.5% live in Jonesville. 4.7% live outside of these towns. Some of the towns that were mentioned were:

- Allen
- North Adams Jerome
- Cambria
- Moscow
- Lake BawBeese

This data shows that the bulk of your potential customers will be coming from Hillsdale and Jonesville. Marketing efforts should be concentrated in those two areas. The other areas will most likely be attracted through word of mouth.
Question Twenty: How far do you live from downtown Hillsdale?

- (0-10 miles)
- (11-20 miles)
- (21-30 miles)
- (30+ miles)

Figure 18 Distance from Hillsdale

Question twenty asked respondents how far they live from downtown Hillsdale. This question is a categorical, multiple choice question. The analysis shows that 87% of the respondents live within 10 miles of downtown Hillsdale, and 12% live 11-20 miles away.
Question Twenty One: What is your age range?

- (Less than 18)
- (18-34)
- (35-49)
- (50-64)
- (65+)

Figure 19 Age

Question twenty one asked our respondents what is your age range? This question is a categorical, multiple choice question. The analysis shows that 52% of the respondents are 50-64 years of age, 29.1% are 25-49 years of age, and 13.5% are 65 and higher.
Question Twenty Two: What is your employment Status?

- Working
- Retired
- Other____________________

Figure 20 Employment Status

Question twenty-two asked our respondents what is your employment status? This is a categorical, multiple choice question. The analysis shows that 70% of the potential customers are currently employed. 24% are retired, and 6% fall in another category. Some of the categories that were mentioned were:

- Unemployed
- Self-employed
- Wife
- Mother
- Homemaker
- Part-time
- Small Business
Question Twenty Three: What is your annual income?

- $49,999 or less
- $50,000-99,999
- $100,000-149,999
- $150,000-$199,999
- $200,000 or more

Figure 21 Annual Income

Question twenty-three asked our respondents what is your annual income? This is a categorical, multiple choice question. The analysis shows that 67% of the respondents make $50,000 to $99,999 annually, while 19% make $100,000 to $149,999 per year, and only 5% have a $200,000+ annual salary.
Question Twenty Four: Is there anything else that you would like to tell us that would help a new restaurant opening in the Hillsdale and Jonesville area?

Question twenty-four allowed respondents to make suggestions on what they believe will make the restaurant succeed or if they believe it will fail. This question is an open-ended unaided question. Some of the most prominent responses were:

- Price is very important due to bad economy
- Must have a nice atmosphere
- Lots of menu options, wide variety of food
- Non-smoking is a must
- Locally produced meat and veggies (organic if possible)
- Good quality food and quality personal service
- Healthy dining is desirable

There are a plethora of other responses that were received which can be found amongst the questionnaires that are in the binder you have received.
Conclusions & Recommendations

Survey responses indicate that residents are unaware of French Food. Also, many Likert scale responses were neutral or slightly positive, but there were a few that received responses that indicated a medium level of interest. Those responses included beef and poultry. Due to the neutral nature of many responses, the Likert scale questions were of some value, but little meaningful analysis could be performed of those with scores close to the neutral value of four. If responses had contained more variation, additional analysis could have been performed.

The Bistro can capitalize on the Likert responses with larger variations through developing menu items that cater to those responses. An example of this would be to offer more beef and poultry items than seafood. In addition, the Bistro can increase its customer base through educating residents about French Food. Residents indicated a significant lack of knowledge regarding French Food in their responses. Their interest level will likely increase as they understand the Bistro’s food offerings. Increased awareness of French Food will potentially result in an increased rate of patronage.

Open-ended responses also indicated that Hillsdale and Jonesville residents placed importance on knowing the restaurant’s owner through table visits and personal greetings. This emphasis on relationship building appeared to be another way that the Bistro could develop customer loyalty and improve its customer turnover rate. The score for resident willingness to visit a French Restaurant was 4.7, but knowledge of French Food and satisfaction with existing fine dining options only received a score of 2.8. If knowledge of French food through education and satisfaction through owner client interactions are combined, there is potential for more residents to decide to try the new restaurant.

The general lack of satisfaction that many residents indicated regarding existing fine dining options presents an opportunity for the Bistro. Since residents are already dissatisfied with local restaurants, they will likely demonstrate a lower level of loyalty to restaurants like the Water Grill. In addition, they may be more willing to try the Bistro with the hope of discovering a restaurant that meets their standards.

Income and discretionary spending were two important statistics that the survey discovered. 40% of respondents spend $15-20 per person at a fine restaurant, and 67% of residents have an income that is between $50,000 and $99,000. Both of these statistics are valuable because they provide insight into the spending habits and spending ability of residents. These findings relate to the wine glass and bottle pricing data from questions fourteen and fifteen. Together, they can be used to price food and beverage offerings with a degree of certainty.

Age is another issue that impacts the Bistro. 52% of survey respondents indicated that they were between the ages of 50 and 62. This does not mean that they necessarily represent the majority of your future clients, but it does provide an indication of the general age of many residents who responded to the survey. This information can be useful as it can be used to target specific members of the community with special offers and incentives that are designed to encourage them to try the Bistro.

Overall, the data indicates that there is a high request for consistency of the quality of food and service. Many residents indicated that they were dissatisfied with the existing quality of local restaurants. Based upon Likert scale responses, Hillsdale residents appear to have a low demand for alcoholic beverages while dining at a restaurant. A non-smoking establishment was
of major concern among many respondents. Easily accessible parking was another frequent concern for many of the respondents. Of all the respondents, only 24% make above $100,000, which was our initial target market. Thirty percent of the respondents are currently unemployed or retired. Another interesting fact is that even though seafood scored an average of 3.5 on the Likert scales, many respondents noted in the suggestions section that they would be interested in a restaurant with quality seafood on the menu.

In light of this data, it is our recommendation that you proceed with extreme caution. This is because of the limited resources in Hillsdale and the neutral responses to many of the survey questions. If, in fact, you do choose to proceed, focus primarily on a small, intimate setting with exceptional food and service with competitive prices ranging no more than $15- $20 per plate. In addition, we recommend utilizing the competitive advantage of remaining open on Sunday for dinner.
Appendices

Research Proposal

Problem Statement:

The Naatjes family desires to establish a French Bistro in Hillsdale, MI. Mrs. Naatjes is a French Chef who has background in the restaurant industry with significant experience as a restaurant manager. Through primary research, the owner would like to determine the feasibility of this proposed business endeavor.

Research Objectives:

Develop a questionnaire to survey current Hillsdale residents age 18 and older targeting four key areas:

1. Cost Sensitivity:
   - Maximum price willing to pay
2. Cuisine Preferences:
   - Steak, Seafood, Poultry etc…
3. Dining Habits:
   - Dining frequency
   - Restaurants of choice
4. Alcohol Preferences:
   - Beer or Wine and Brand and variety of choice

Application

The results of this study will be used to provide feedback to the Naatjes family to determine viability of operations.

Research Design:

The research team will create a direct mail survey based on the research objectives. The direct mail survey will be administered through a mailing to a random sample of Hillsdale country residents age 18 and older. The Hillsdale College Research team will utilize Hillsdale College mailroom services to print, prepare and send the surveys.

Financial Responsibilities:

The client (the Naatjes family) is responsible for covering the following expenses: the mailing list, envelopes, printing/folding, postage and presentation materials. Total client expenses are likely to be less than $500; the exact expense will vary depending upon the survey response rate.
This study will commence with the client’s approval of the research objectives and statements contained within the document. Survey mailings and result analysis will occur between February and March 2009. Finally, the oral and written reports will be presented to the client before May 1st, 2009.

**Team Approval:**

________________________  ___________________________  Date: __________________

**Client Approval:**

________________________  ___________________________  Date: ________________
Schedules

Gantt Chart
French Bistro Pert Chart
Weekly Status Reports

January 27-February 3, 2009

Our team met with our client on 2/1/2009 between 8 and 9:30 PM. We discussed our client’s information needs, and we discussed the community segments that our research initiative will cover. We generated a list of client information needs that will be utilized to generate a list of potential questions.

February 3, 2009-February 10, 2009

Our team did not meet in person this week, but we have conversed through e-mail and phone. We arranged to meet with our client on Wednesday the 11th of February. We also finalized our client proposal. All four team members are actively working on questions, and we will meet in a week in order to discuss those questions. We have also agreed to finalize the purchase of a marketing research list with our client on Wednesday.

February 11, 2009-February 17, 2009

1. Our team met with the client on Wednesday, and the marketing proposal and data list were discussed. The client has several questions about the data list regarding its scope and coverage. We have been actively working on our Pert/Gantt charts and secondary research reports. Our team will meet the night of the 18th to finalize both documents.

2. Tim, Scott, Ben and Andy have all worked on collecting articles for the secondary research report. We have chosen to focus our efforts on collecting data regarding the strategies that restaurants are employing to succeed in the current economic climate as well as information regarding current drinking and dining choice of American consumers. The client is particularly interested in understanding the importance of a wine and beer selection. Also our research will focus on understanding ways that the client can differentiate their bistro through unique product offerings.

3. We have reviewed the upcoming PERT/Gantt chart assignment, and Andy is responsible for editing our PERT/Gantt charts.

4. Andy is also responsible for editing the secondary research report. All four team members have contributed articles to the secondary research report. Andy has agreed to laminate and print both charts. He will bring them to class.

5. Our next team meeting has not been scheduled, but Tim will schedule a meeting over the weekend to discuss our questionnaires and cover letter.

6. No client meeting is currently established.

February 24, 2009-March 3, 2009

1. Our team met through phone and e-mail this week. Ben and Scott were in Florida, and Andy and Tim were both very busy. We completed our survey, and Andy was responsible for compiling and editing the questions that Andy, Tim, Ben and Scott created during the past several weeks. The draft was tentatively approved by professor King over the weekend, and we plan to send the document to our client on Wednesday for approval. Our cover letter is ready to send to professor King for her approval, and we will then send it to our client. It is the least important element of our survey package as it does not delay any of our other endeavors.
2. Our team has acquired a research list from USAData.com, and we plan to order a list on Wednesday. This will likely be the duty of Ben or Scott. Ben paid $138.14 for the list, and the client will give him a check when we next meet.

3. Our next team meeting is scheduled for this coming Wednesday, and we will prepare for our meeting with professor King on Thursday.

4. We still need to order envelopes and fold our surveys and cover letters. We would like to mail our survey early next week.

5. Tim, our team leader remains the primary client contact, and he continues to keep the client updated regarding our team activities. The client appears satisfied, but she has trouble meeting with us face to face since she has rarely been in Hillsdale.

6. No client meeting is currently established, but we remain in contact via phone and e-mail.

March 3, 2009-March 10, 2009

1. The client meeting that was projected in the previous report for Wednesday occurred on Friday as the client was unable to commit to an earlier time. This delayed our ordering surveys and the cover letter until Monday.

2. Ben and Scott ordered envelopes for the initial mailing and for responses, and they will bring the envelopes to our Wednesday meeting.

3. Our team met with our client this past Friday at 2:15 PM. The client examined and approved the cover letter and questionnaire. The client expressed her satisfaction with the groups work, and she agreed to look at her calendar to select a time to meet for the final presentation. During the meeting, Tim talked to the client about the $500 estimated project budget and the possibility that the mailings might run over budget, and she stated that she was willing to be flexible with the budget, as she trusted the college to treat her fairly. The additional cost is a result of the mandatory inclusion of request service on all envelopes.

4. We currently project a mailing date of March 11, 2009. If there are any delays with the orders, Tim will be in town during break, and he will take care of them.

5. Our next team meeting is tentatively scheduled for Wednesday, March 11, 2009. At that time, we plan to fill our envelopes and mail surveys in the afternoon.

6. No client meeting is currently established, but we remain in contact via phone and e-mail.

March 10, 2009-March 23, 2009

1. Ben, Andy and Tim filled envelopes and sorted by zip code.

2. The mailroom shipped our mailings on Thursday March 12. Ben took care of taking the mailings to the mailroom.

3. Tim agreed to check mailing results on March 17th before returning home.

4. Our entire team had a wonderful break!

5. As of Tuesday morning, our team has over 200 survey responses.

6. Our team plans to meet Tuesday March 23 to open and number mailing responses.

March 23, 2009-March 30, 2009

1. Our entire team had a wonderful break, and we are glad to be back at school.

2. As of March 30th, we have received over 300 survey responses. This response rate is significantly higher than our projected rate of responses. We are happy to have such a large level of interest in our survey, but the response rate has further pushed our project over budget.
3. Our team met on Wednesday the 25th to number surveys and tabulate results. We sorted survey responses by income and other screening questions. Income appears to be our most reliable screening question, and it is our plan to exclude incomes that are below $49,999.

4. Ben Turner took responsibility for creating our survey excel sheet. He completed the sheet on the night of the 25th.

5. Ben, Scott, Andy and Tim have agreed to each add a quarter of the survey results into the spreadsheet.

6. Tim is currently working with our client to arrange a time to present our findings from the survey.

March 30, 2009-April 7, 2009

1. Our team is in the process of compiling survey responses and performing analysis on our survey responses. We have received a little less than 400 responses, and we are thinning response through utilizing our screening questions to narrow down response.

2. This past week, we defined the statistical analysis that we will perform on each of our questions and the type of data outputs that we would like to achieve.

3. Ben was responsible for compiling our statistical analysis procedure into a unified document. Ben and Andy met and defined a format and discussed the manner in which research would be conducted.

4. Andy took the responsibility of ensuring that ArrowSwift was paid back for BRE envelopes. On Tuesday, he contacted the client and arranged for her to send a check to him in order to pay the ArrowSwift bill.
March 10, 2009

Dear Respondent,

As students of Hillsdale College’s marketing research class, we are conducting a survey on behalf of a French restaurant. The restaurant is interested in gaining a better understanding of your satisfaction with the existing dining offerings of the community and your dining preferences.

Enclosed is a short questionnaire asking various questions about fine dining. Please review the questionnaire, respond to the questions and return it using the enclosed postage paid envelope by Tuesday, March 31, 2009.

You were selected to be part of this study based on a sampling of community members. Participation is important since your responses will be used to guide decisions of the restaurant. Please be assured all information provided will remain anonymous.

If you have any questions or concerns about completing the questionnaire or participating in this study, you may contact our project coordinator, Professor Susan King, at 517-607-2416.

Thank you in advance for your cooperation and assistance.

Sincerely,

Hillsdale College

Marketing Research Team
Sample Survey

QUESTIONNAIRE FOR NEW RESTAURANT

1. In a month, how often do you dine at fine dining restaurants? (Please select one)
   - (0-2)
   - (3-4)
   - (5-6)
   - (7+)

2. How much per person, does your family generally spend at a fine restaurant ex. (steak or seafood)? (Please select one)
   - (Less than $15)
   - ($15-20)
   - ($21-25)
   - ($26-30)
   - ($31+)

3. What distance are you willing to travel to eat at a fine restaurant? (Please select one)
   - (0-10 miles)
   - (10-20 miles)
   - (20-30 miles)
   - (30+ miles)

4. What new fine dining options would you like to see in Hillsdale and Jonesville?

5. What fine dining restaurants do you enjoy eating at in Hillsdale and Jonesville? (Select all that apply)
   - Chicago Water Grill
   - Savarino's Restaurant
   - Hillsdale Golf and Country Club Dining Room
   - Other__________________

6. What is your favorite restaurant in Hillsdale and Jonesville?

7. When dining at a fine restaurant, do you generally eat (__) alone, (__) as a couple or (__) in groups? (Please select one)

8. When are you likely to eat at a fine dining restaurant? (Select all that apply)
   - (Monday-Thursday)
   - (Friday)
   - (Saturday)
   - (Sunday)

9. What time do you prefer to eat dinner out? (Please select one)
   - (Before 5 pm)
   - 5-7 pm
   - 7-9 pm
   - 9-11 pm

10. When you eat out, how long do you generally eat dinner? (Please select one)
    - (Less than 1 hour)
    - (1-1.5 hours)
    - (1.5-2 hours)
    - (2+ hours)

11. On a scale from 1 to 7, where 1 is “strongly unlikely” and 7 is “strongly likely,”; how likely would you be to eat at a French restaurant, if one opened in the Hillsdale/Jonesville area? (Please circle only one number)

<table>
<thead>
<tr>
<th>Strongly unlikely</th>
<th>Neutral</th>
<th>Strongly likely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. On a scale from 1 to 7, where 1 is “strongly dissatisfied” and 7 is “strongly satisfied,”; are you satisfied with the current fine dining options in Hillsdale and Jonesville? (Please circle only one number)

<table>
<thead>
<tr>
<th>Strongly dissatisfied</th>
<th>Neutral</th>
<th>Strongly satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. Next, we would like to ask about your fine dining preferences. On a scale from 1 to 7, where 1 is “strongly disagree” and 7 is “strongly agree,” please rate your response to the following statements. (Please circle one number per question)
<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>Neutral</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personalized service is important to me.</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>A wide selection of menu choices is important to me.</td>
<td></td>
<td>1 2 3 4</td>
<td></td>
</tr>
<tr>
<td>The use of local food and produce in my food is important to me.</td>
<td>5 6</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Eating organic food is important to me.</td>
<td>1 2</td>
<td>3 4</td>
<td></td>
</tr>
<tr>
<td>I enjoy eating seafood.</td>
<td>6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I enjoy eating beef.</td>
<td>1 2</td>
<td>3 4</td>
<td></td>
</tr>
<tr>
<td><strong>Please turn the page over</strong> →</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I enjoy eating poultry</td>
<td>5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I like to dress well when I eat at fine restaurants</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would eat lunch at a French restaurant.</td>
<td>5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would eat Sunday Brunch at a French restaurant.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I like to drink alcohol when dining out</td>
<td>5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I like to drink wine with dinner</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I like to drink beer with dinner</td>
<td>5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I like to drink mixed drinks with dinner</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The ambiance of a fine restaurant is important</td>
<td>5 6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I order alcoholic after dinner drinks.</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am familiar with French food.</td>
<td>6 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would attend wine tastings offered by a French restaurant</td>
<td>6 7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
14. How many alcoholic drinks do you have during dinner at a fine restaurant? **(Please select one)**
   - (0)
   - (1-2)
   - (2-3)
   - (3-4)
   - (4+)

15. When at a fine restaurant, what is the price range that you are willing to pay for a glass of premium wine? **(Please select one)**
   - (Less than $3)
   - ($3-5)
   - ($6-10)
   - ($10-12)
   - ($13+)

16. When dining out, what is the price range that you are willing to pay for a bottle of premium wine? **(Please select one)**
   - (Less than $15)
   - ($15-20)
   - ($21-30)
   - ($31-40)
   - ($41+)

17. Do you prefer a broader, more expensive selection of alcohols, or a more concentrated, less expensive selection of alcohols? **(Please select one)**
   - (Broader, more expensive)
   - (Concentrates, less expensive)

Now, we would like to ask a few demographic questions that will aid in the classification of your results. Please keep in mind that your answers are anonymous, and that they will greatly assist this new restaurant as it endeavors to succeed.

18. What is your gender?
   - Male
   - Female

19. Where do you live?
   - (Hillsdale)
   - (Jonesville)
   - (Other)

20. How far do you live from downtown Hillsdale?
   - (0-10 miles)
   - (11-20 miles)
   - (21-30 miles)
   - (30+ miles)

21. What is your age range?
   - (Less than 18)
   - (18-34)
   - (35-49)
   - (50-64)
   - (65+)

22. What is your employment Status?
   - Working
   - Retired
   - Other

23. What is your annual income?
   - $49,999 or less
   - $50,000-99,999
   - $100,000-149,999
   - $150,000-$199,999
   - $200,000 or more

24. Is there anything else that you would like to tell us that would help a new restaurant opening in the Hillsdale and Jonesville area?
# Invoices

**Arrow Swift**

**Printing & Copy Center**

72 W. Carleton Road • Hillsdale, Michigan 49242  
Phone (517) 437-2990 • Fax (517) 437-7052  
www.arrowswiftprint.com

---

**Invoice Details**

- **Order Number:** 11361  
- **Date:** 03/10/2009  
- **Due Date:** 03/10/2009  
- **Order Taken By:** J  
- **Salesperson:** Reference: LUCINDA

---

**Order Description:**

- **#9 BRE'S W/BISTRO CODE**

---

**Customer Information**

- **Customer Phone:** (517) 437-7341
- **Customer Fax:**

---

**Order Details**

<table>
<thead>
<tr>
<th>ORIG</th>
<th>FIN QTY</th>
<th>SIDES</th>
<th>DESCRIPTION</th>
<th>PAPER</th>
<th>PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10000</td>
<td>1</td>
<td>#9 BRE</td>
<td>24LB  WHT</td>
<td>195.82</td>
</tr>
</tbody>
</table>

---

**Calculation Summary**

- **SUBTOTAL:** 195.82
- **Lasersetting:** 15.00
- **Tax exempt:** 210.82
- **TAX:** 0.00
- **TOTAL:** 210.82

---

**Payment Information**

- **Amount Paid:** 210.82
- **Payment Due Date:** 04/10/2009

---

**Thank You For Your Business!**

---

**Signature:**

[Signature]

**Date:** 3/16/09
Receipts
Please see receipt copies contained in your companion survey binders.

Budget

### Bistro Marketing Study Budget

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th>Cost</th>
<th>Amount</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>BRE With Laser</td>
<td>1800</td>
<td>$210.820</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td><strong>$210.820</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailing List</td>
<td>1772</td>
<td>$138.640</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td><strong>$138.640</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentation Materials</td>
<td>N/A</td>
<td>$28.500</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td><strong>$28.500</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Material Cost</strong></td>
<td></td>
<td><strong>$377.960</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailing Costs</td>
<td>1772</td>
<td>$122.040</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td><strong>$122.040</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Cost Billed</strong></td>
<td></td>
<td><strong>$500.000</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td><strong>$500.000</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Invitation to Presentation
Tim Routzahn

Sent: Wednesday, April 30, 2009

To: dbasterfield@hillsdale.edu; dpaas@hillsdale.edu

Dear Dr. Basterfield/Dr. Paas,

We are pleased to invite you to the presentation of our marketing research project regarding the restaurant patron’s habits and possibility of the entry of a new French Bistro Restaurant in Hillsdale County. The presentation will be held at 3 P.M on Friday, May 01, 2009 in room 335 on the third floor of Lane Hall at Hillsdale College. All other Foundation staff and members of the Board of Trustees are welcome to attend. We look forward to seeing you on Thursday.

Also, please let us know approximately how many people will be attending so we can be sure to have enough copies of our report prepared.

If anyone needs directions, please let us know. We will have someone at the door of Lane Hall to direct everyone upstairs to our presentation room.

Sincerely,

Hillsdale College
Marketing Research Team

Tim Routzahn
Andrew Throckmorton
Ben Turner
Scott Monterastelli
Thank-you Letter

May 1, 2009

Dear Mr. and Mrs. Naatjes,

We would like to thank you for allowing us to assist in doing research to see the possibility of bringing a French Bistro into Hillsdale in its efforts to better understand the perceptions of the likelihood to succeed. The ability for us to administer a survey on behalf of the Restaurant was an excellent learning process giving us real-world experience that can be applied to our future endeavors.

We hope that our research was insightful and that you will be able to use the new information to continue on your business endeavor. By considering our recommendations and forming stronger relationships with Hillsdale and Jonesville citizens, we hope the Bistro the best and success for you and your family.

It was our pleasure to work with you and your husband this semester. Thank you again for granting us the opportunity to learn and enrich our education by working closely with such an important organization in Hillsdale County.

Sincerely,

Hillsdale College
Marketing Research Team

Tim Routzahn     Andrew Throckmorton     Ben Turner     Scott Monterastelli
Returned Questionnaires
Please see companion binders that are included with your presentation.

PowerPoint Presentation
Please see slide printouts that are included at the end of this document.