

from the current checks which orders required changes. Therefore, no data was available to objectively assess the magnitude of the problem.

## **Collecting Data to Address Problems and Make Decisions**

Tyler then focused his attention on the data analysis. He asked his parents to define two lists of questions: (1) What do you know from the information you currently maintain? and (2) What answers would you like to know that would help you operate the business more efficiently and profitably? They responded that they knew how many tables were seated by day as well as the total check amounts. The checks separated the liquor and food totals for tax purposes, but the

daily totals for these categories did not provide any details about the individual customers' orders. Michael would also like to know more details, such as ... What meals did they order? Did they order appetizers? How many patrons were at the table (adults and children)? Did the customer take advantage of any of the specials? Liz wanted to know, how much food do I need to order based on past sales?

Tyler said that these questions were a great start. He categorized their questions into two areas: marketing/promotion and operational. He knew that additional marketing information was needed to determine menu planning, promotions, and customer satisfaction. He wondered how many people were returning or new customers. How did they learn about the restaurant? For operational issues, was there any monitoring of the operations as issues occurred?