



PURE VEGAN  
CAFÉ

April 28, 2024

# Hospitality and Tourism Operations Research

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# PURE VEGAN CAFÉ

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# I. EXECUTIVE SUMMARY

## Description of Business:

**Pure Vegan Café (PVC)** is a **café chain** founded by Veena Birajadar, with two locations in the Research Triangle Park (RTP) area of North Carolina. The café prides itself on its diverse and health-conscious menu, distinguished entirely by **vegan foods and beverages**. The café aims to challenge existing stereotypes associated with vegan cuisine, incorporating substitutes into traditionally non-vegetarian dishes from multiple cultures to prove that vegan dishes do not lack culinary aspects. As the RTP area supports a growing population, the café typically attracts a diverse group of people who are vegan, food enthusiasts, health-conscious diners, and ethical or environmental advocates. These unique aspects of the business showcase **Pure Vegan Café's** commitment to culture, veganism, and environmental awareness, proving it to be an up-and-coming spot in the area.



## Current Employment Process:

### Recruiting:

Opportunities are advertised using social media, word of mouth, and hiring sites, helping to recruit prospective employees.

### Hiring:

Applicants undergo an evaluation, with resume, phone, and in-person screenings. If standards are met, an offer of employment is given.

### Onboarding:

Employees are given personal training by the owner. This includes customer service review, order preparation training, and guidance on how to take orders and answer questions.

### Retaining:

Employee perks are given, such as inclusive decision-making, employee benefits, and a competitive starting wage.

## Research Problem:

There are **three areas for improvement** in the human resources sector of **Pure Vegan Café**:



Workplace Productivity



Employee Feedback and Communication



Efficacy of Retention Strategies

We will conduct the research study in a way that helps us gain more insight on these specific topics, and as the study goes on, we will use our findings to form each part of our solution.

## Research Methods:

We utilized a combination of **primary and secondary sources** to make sure that we gained an understanding of the full picture. This data was obtained over the course of 2 months, from November 22, 2023, to January 2, 2024.

Nov 22, 2023

### Interview with Head Manager:

Conducted to gain a better understanding of current staffing procedures and patterns and how this affects **Pure Vegan Café's** functionality as a whole.

Dec 1, 2023

### Interview with CEO:

Conducted to gain insight into issues that the CEO has noticed among her employees in the environment and how these issues affect coworker relationships.

Dec 11, 2023

### Follow-Up with Head Manager:

Conducted to ask targeted questions based on insight from the CEO regarding internal staffing problems, further taking in the effects of the issues.

Dec 21, 2023

### Interview with Floor Lead:

Conducted to gather insight on how the previously discussed issues impact scheduling and working employees' mental states and overall performance.

Dec 30, 2023

### Employee Survey:

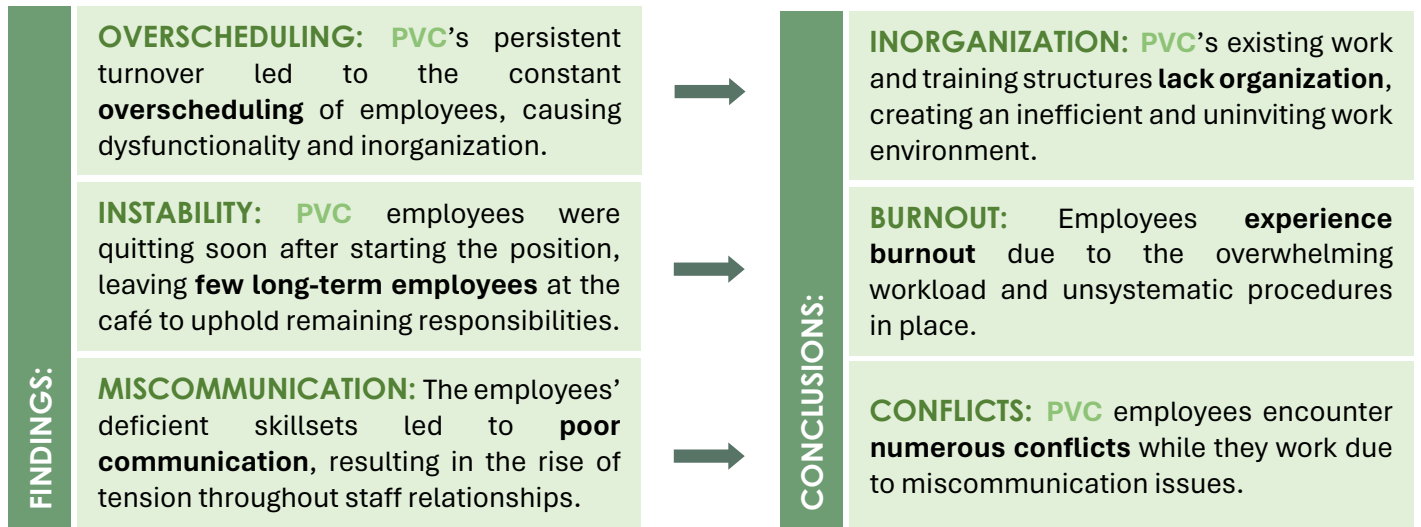
Conducted to gain the perspectives of all of the employees on the issues that were previously identified by the series of interviews. This allowed for personalized and exact feedback to implement.

Nov 22, 2023  
to Jan 2, 2024

### Social Media & Internet Study:

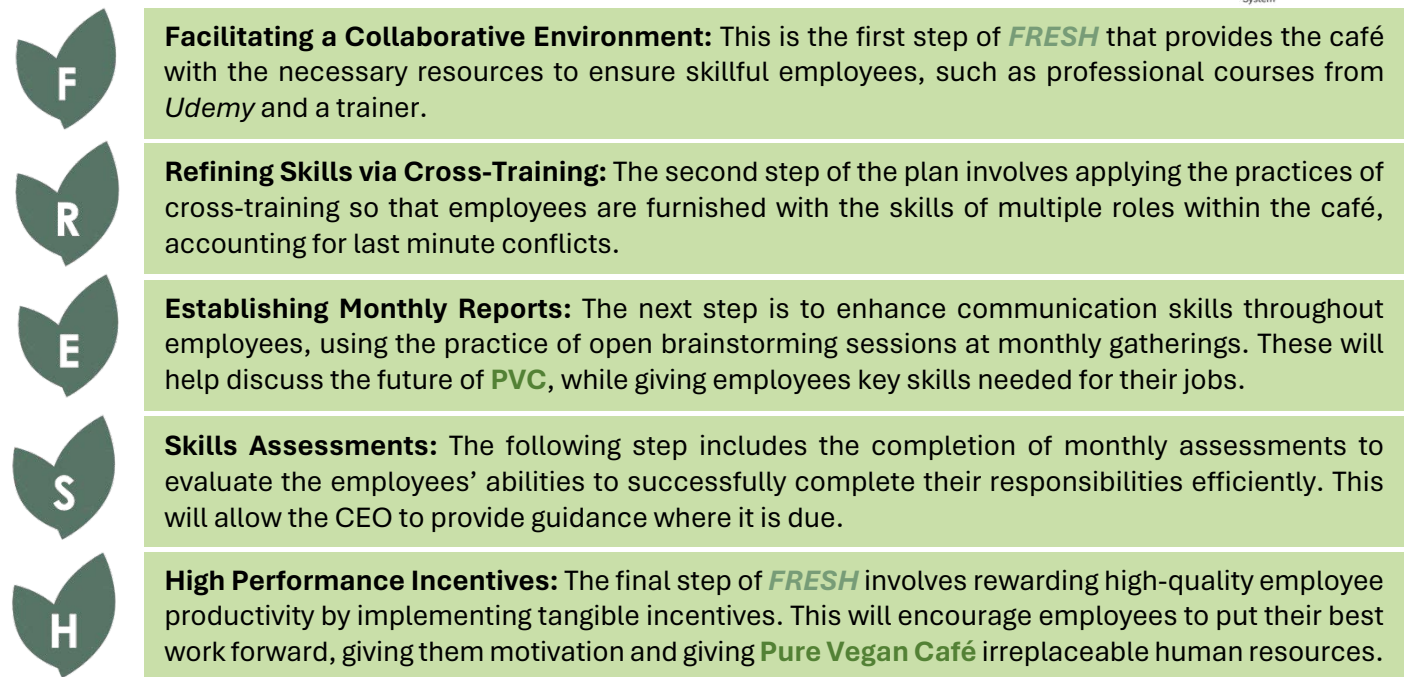
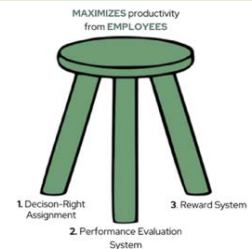
Conducted to gain an external perspective on **PVC's** promotion of employment opportunities, as well as their understanding of the procedures of the business industry.

## Findings and Conclusions:



## Proposed Strategic Plan:

To combat the previously mentioned issues, we have created **FRESH**, an initiative that follows the ideals of Jay Barney's "**Three-Legged Stool.**" This plan will create a pathway that facilitates growth, keeping us on track to reach our goal. Each letter correlates with a leg of the stool and stands for a step that we will follow, targeting each of the struggling aspects that we have aimed to fix.



## Timeline:

The Gantt Chart to the right displays the projected timeline to follow as we launch **FRESH**, spanning approximately **five and a half months**. The schedule has been specifically designed to allocate enough time to ensure proper execution for each step, without unnecessarily prolonging the process.



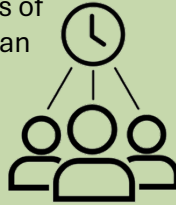


## Key Metrics:

To guarantee the success of our plan, **FRESH**, periodic evaluations of **Pure Vegan Café's** employees will be conducted to see whether the **retention strategies** are effective. To ensure that we have the full picture, we will gather both quantitative and qualitative data.

### Employment Length Average:

By observing the differences in the average lengths of employment, we can easily determine whether **FRESH** is effectively helping retention or not.



### Feedback Survey:

We will create a survey to be filled out by the employees, asking for their opinions on the retention programs. This will help find problems as well as understand the reasons behind retention statistics.



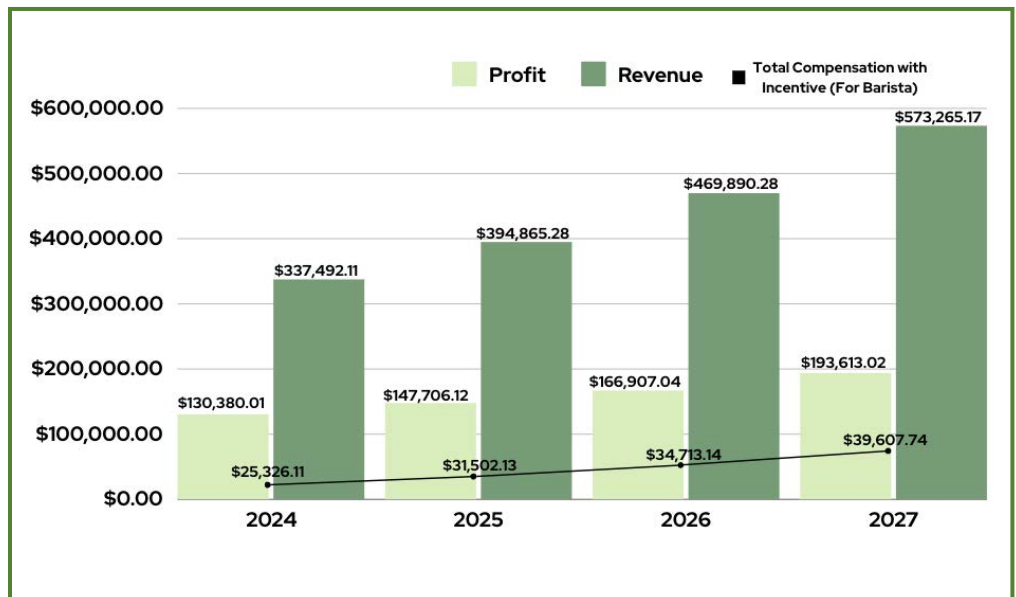
## Proposed Budget:

	First Year Cost	
Decision Right Assignment	F	\$3,324.90
	R	\$0.00
Performance Evaluation System	E	\$1,440.00
	S	\$0.00
Reward System	H	\$8,823.00
	Contingency	\$1,500.00
Total:		\$15,087.90

The **first-year total** of the initial expenses of the **FRESH** initiative equates to **\$15,087.90**, which is currently **12.58%** of **Pure Vegan Café's** profits as of 2023. **FRESH** is estimated to produce **21.37%** on the **Return on Investment (ROI)**. This demonstrates a cost-effective and efficient solution that will ultimately make **PVC** generate more revenue, profit, and overall success. The charts to the left breakdown the monthly and annual expenses of **FRESH**, however, the annual cost excludes the incentive because of its hypotheticality.

## HYPOTHETICAL INCENTIVE:

In order to view **Pure Vegan Café's** anticipated growth, the **incentive factor** also needs to be considered and evaluated. In the chart to the right, **PVC's** estimated profit and revenue are displayed, both showing a **10% and 15% increase**, respectively. Since the sales target was met, the incentive is accounted for and shown by the black line segments. The increase in all three factors over the following four years demonstrates the efficiency of **FRESH**.



Overall, the implementation of **FRESH** will counter the existing problems at the café, by replenishing the staff and fostering a nurturing environment that highlights employee relationships. The communication skills brought from this initiative will create a work-life balance that is manageable for employees. **FRESH** will bring a new light to **Pure Vegan Café**, creating a powerful, specialized workforce, improving customer satisfaction, increasing revenue, and overall benefiting **PVC** as a whole.

## II. INTRODUCTION



### A. Description of Business

**Pure Vegan Café (PVC)** is a **small café chain** with two locations in the Research Triangle Park (RTP) area of North Carolina, the largest and fastest growing research park in the entirety of the United States. Veena Birajadar, the founder of **PVC**, has channeled her commitment to veganism into a platform to share this dietary and lifestyle choice with the Triangle region. The café prides itself on delivering a health-conscious menu distinguished entirely by **vegan foods and beverages**.

**Pure Vegan Café** presents a carefully crafted and diverse menu, strategically **aimed at challenging existing stereotypes associated with vegan cuisine**. The business is committed to reshaping the idea that vegan food lacks the flavorful and satisfying qualities attributed to vegetarian or non-vegetarian food items. Distinguishing itself from its competitors, **PVC** stands out by seamlessly incorporating **vegan substitutes** into traditionally non-vegetarian dishes. The café provides the indulgence of non-vegetarian flavors in vegan items such as their vegan “Chik’n Delight,” “Rainbow Burgers,” “VBacon,” and “VSausage” hot dogs, upholding a commitment to both palatability and ethical dietary preferences. The **100% plant-based meat alternatives** are among some of the café’s bestsellers. Additionally, the café’s specialty lies in its **cold-pressed juices**, crafted with fresh and

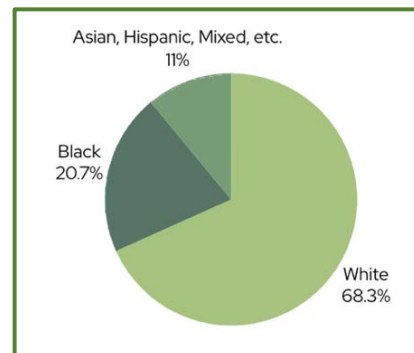
nutritious ingredients directly in front of the customer. This practice has garnered popularity for the café.



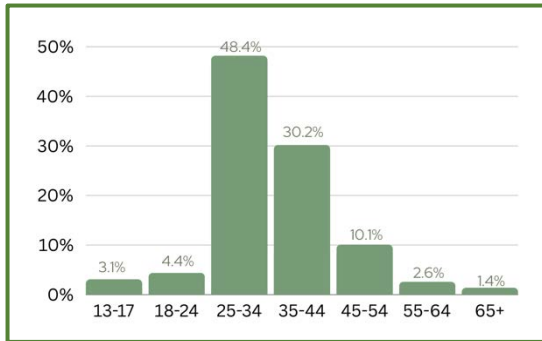
One aspect of the menu that sets **PVC** apart is its skillful incorporation of traditional **Indian flavors** into the menu. The owner explains that fusion items play a significant role in bolstering business, offering an exclusive dining experience for customers who may not typically explore traditional Indian cuisine. A notable example of this culinary innovation was displayed during the Indian holiday season, Diwali. **PVC** created a special meal known as the “Diwali Combo,” where the menu combined traditional elements such as naan, samosas, and an array of customary items, all elevated with a **vegan twist**. This incorporation of cultural celebrations into the menu not only pays homage to tradition but also showcases the café’s commitment to infusing Indian roots through traditional appetizing dishes.

### B. Description of the Target Markets

**DEMOGRAPHIC:** According to an article from *Axios*, the city of Raleigh currently has a substantial population of **1.5 million** residents. Of this, the ethnic population is made up of residents who are primarily: **White (68.3%)**, **Black (20.7%)**, and **other ethnicities (11%)**, including **Asian, Hispanic, and Native American**, as seen in the chart to the right. Additionally, according to *RaleighNC City Profile*, the age group distribution of the city is mainly in the range of **20-49 (36%)**, with a segment of **0-19 (23%)**, **50-59 (11%)**, and the remaining in the **60+ group (17%)**. Because **Pure Vegan Café** is located in the center of the city, it is able to effectively branch out to these diverse groups, both majority and minority, creating a widespread customer base.







After conducting an observational study, the market of **PVC** had a tendency of being roughly **53.8% Caucasian**, **7.9% African American**, and **28.3% of other groups**. Additionally, the age groups for the café's customers can be found in the bar chart. As seen by the results of this observational study, **PVC** has a wide range for the age of its customer base, however it **primarily consists of millennials**.

**GEOGRAPHIC:** **PVC** is strategically placed in the **center and capital city of North Carolina, Raleigh**. Additionally, it is near a charter school and a residential estate neighborhood, allowing it to reach many of its target audiences at once. The café is stationed on Creedmoor Road, which holds various non-vegetarian and non-vegan restaurants and chains; this gives **PVC** an opportunity to stand out, as it **provides a contrast** to its surroundings.

**PSYCHOGRAPHIC:** We classified the psychographics of **Pure Vegan Café** by associating them with **popular menu items**:

*"Chick'n Jumbo Nuggets"*  
**Vegans**

Vegan individuals who are striving to look for new places to dine that cater to their lifestyle and dietary preferences. This tends to be the majority of the customer base at Pure Vegan Café

*"Channa Masala Wrap"*  
**Food Enthusiasts**

Customers that are eager to explore a "trendy" and modern culinary experience. They tend to show particular interest in the menu's Indian fusion offerings and innovative food trends.

*"Chipotle Salad Bowl"*  
**Health-Conscious Diners**

Diners who are attempting to eat clean and with naturally sourced ingredients to reduce the risk of sickness and promote wellness. This is commonly associated with an older generation.

*"Impossible Kebab"*  
**Ethical/Environmental Advocates**

Consumers trying to eat sustainable food items and are committed to upholding personal ethical beliefs regarding animal welfare. In addition, they intend to reduce their carbon footprint.

## C. Overview of the business' current process for recruiting, hiring, onboarding and retaining employees

**RECRUITING/HIRING:** **PVC** recruits through **social media platforms** such as **Instagram and Facebook** and **hires through websites** such as **"indeed.com."** Additionally, **word of mouth** is used to spread job opportunities. Employees and customers are encouraged to share their experiences and recommend others to apply. Afterward, interested applicants **submit their resumes** and undergo a thorough evaluation process, including a **phone screening** and mandatory **in-person assessment**. The owner then reviews the applicant's qualifications and if they meet the business's high standards, an offer of employment is given.

**ONBOARDING:** Once an employee is formally accepted onto the **PVC** staff, they are given **individual training** by the owner, beginning with a standard orientation to familiarize the employee with the layout and location of essential equipment (ex. ingredients, machines, etc.). Customer Service Standards are then reviewed. The ethos of the business is greatly valued, and the importance of customer service is emphasized by setting strict expectations for cordial and well-handled interactions. Additionally, the employee is guided in taking orders and addressing potential customer inquiries. Finally, the Beverage Preparation Training is conducted where it is ensured that every menu item is perfectly crafted by demonstrating proper methodology, preparation, and presentation. In addition, the "Toast" system is introduced, allowing employees to take orders and process payments.



**RETAINING:** **PVC** employs retention strategies anchored in **inclusive decision-making, employee benefits** such as **exclusive discounts on meals and beverages and a competitive starting wage of \$13 per hour**, compared to the lower North Carolina minimum wage of \$7.25 per hour. These initiatives are designed to cultivate a profound sense of belonging and appreciation among the staff. However, despite these proactive measures, the café encounters challenges in **recruiting specialized workers** and **unorganized structures in the work environment**, contributing to an **ongoing cycle of staff turnover**.

### 3 Areas for Improvement:



## III. RESEARCH METHODS USED IN THE STUDY



### A. Description and rationale of research methodologies selected to conduct the research study

Our research study on the current employment process of **PVC** was undertaken with a thorough and inclusive approach, incorporating a blend of **primary and secondary research methods**.

- Our first primary research method was an initial **comprehensive interview with the Head Manager, Arun Chalam**. This interview is essential for us to gain insights into the staffing procedures at **PVC** because it provides firsthand knowledge from a higher staff member who has undergone the process.
- To broaden our understanding, we then **interviewed Veena Birajadar, the CEO of PVC**. This provided us with valuable information regarding her opinions concerning the current employment process of the café.



- Subsequently, a **second interview with Mr. Chalam** was conducted to follow up on the issues presented by Mrs. Birajadar. This is vital to gain an understanding of how employees are impacted by the issue.
- Next, we **interviewed the Floor Lead, Anish Timble**, because he is responsible for scheduling shifts for the employees. This interview demonstrates how staffing issues affect the work schedule.
- For our final primary research method for this study, we composed a **structured and anonymous questionnaire** that was sent to all 5 staff members at the Raleigh location of **PVC**. This offered us direct feedback and opinions concerning the onboarding and retention practices of the company.



In the continuation of our research, we incorporated various secondary research methods, focusing on a thorough examination of **PVC's digital presence**. This encompassed a detailed analysis of the company's official **website** and its **social media platforms**. This specific aspect of our study is necessary as it emphasizes the importance of **PVC's** social media image and its direct impact on the ability to attract prospective candidates during the initial phases of the recruitment and hiring process. Along with the social media analysis, we referred to **multiple articles** that related to our topic, finding advice from a range of people. This detailed and comprehensive breakdown provided valuable insights, contributing significantly to our informed decision-making processes in this study.

## B. Process used to conduct the selected research methods

### 1 HEAD MANAGER INTERVIEW:

On November 22, 2023, we interviewed Arun Chalam, the Head Manager at **PVC**. His primary responsibilities lie in supervising staff and making sure that the business flows smoothly. **This interview was conducted to help gain a better understanding of the current staffing procedures and to recognize staffing patterns if any.** The main objective of the interview was to pinpoint information regarding staffing patterns to give us a better understanding of details relating to issues regarding staff retention at the café. The interview questions were designed specifically to attain crucial details from the verbal responses made by Arun Chalam.

? The main question we asked Chalam was: **"How have issues with staffing and the work environment affected the duration of employment throughout?"**

### 2 CEO INTERVIEW:

On December 1, 2023, we interviewed the CEO of **Pure Vegan Café**, Veena Birajadar. **The purpose of this interview was to gain insight into issues she has noticed among her employees.** Based on her responses, we will be able to create specific questions for interviews with the team members who spend more time in the café on a day-to-day basis, such as the Head Manager and Floor Lead. This will help us target issues that may cause frustration among employees. As we created questions for this interview, we intentionally formed them in a manner that required Birajadar to give precise, direct answers.

? The main question we asked Birajadar was: **"How would you describe the environment of the café and how has this influenced employee relationships?"**

3

### HEAD MANAGER FOLLOW-UP INTERVIEW:

On December 11, 2023, we conducted a second interview with Arun Chalam to ask a couple of follow-up questions in response to the information we gained from our interview with the CEO. **The point of this interview was to take in the effects of the issues with staffing and the work environment** to come up with our detailed and developed solution.

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### FLOOR LEAD INTERVIEW:

On December 21, 2023, an in-person interview was conducted with Anish Timble, the current Floor Lead at **PVC**, who is responsible for developing the monthly schedule. **The purpose of this interview was to gather insights into how previously discussed issues and the staffing shortage impact the schedule and the working employees.** Additionally, by conducting this interview in the café, we were able to observe the staffing situation firsthand. We aimed to derive information that would contribute to the enhancement of employee retention at **PVC**. The questions formulated for the interview were carefully thought of, taking into consideration the information previously provided by the Head Manager and CEO. This thorough approach, combined with a complete understanding of the Floor Lead's role, aided in the execution of a successful interview, leading us to be able to identify a conclusive issue.

? The main question we asked Timble was: **“How has the issue of staff turnover affected the scheduling process for employees, and has it made your role of scheduling more challenging?”**

**EMPLOYEE SURVEY:** On December 30, 2023, we sent an employee survey to obtain specific feedback from the employees within the café. **The objective of this survey was to gain an understanding of the perspectives of the employees on the issues that were previously identified by the series of interviews.** To efficiently execute the launch of this survey, we contacted the owner of **Pure Vegan Café** and requested that she send our form to all 5 of her employees at the café. We also included a disclaimer ensuring that they knew that their results were 100% anonymous, so we could get the most honest and accurate results. Following the introduction, we began with basic questions to understand the background of the response, this included asking for the job title and duration of employment of the respondent. Next, we asked about their experience working at **Pure Vegan Café** along with questions related to their work environment, interactions, and well-being, ensuring to avoid biased questions. With this survey, we were able to receive honest and direct opinions from the staff members at **PVC**.

**Pure Vegan Café Employee Survey**

**DISCLAIMER!**  
Thank you for taking part in our survey for DECA! This form is completely anonymous and strictly being used for statistical data.

[Sign in to Google](#) to save your progress. [Learn more](#)

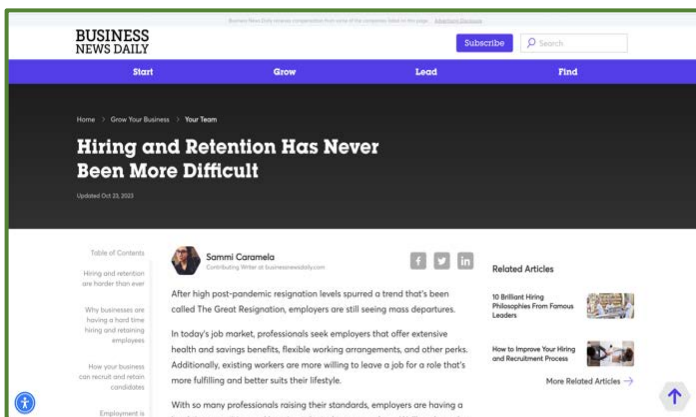
\* Indicates required question

What is your current job title? (ex. manager, team member, etc.) \*

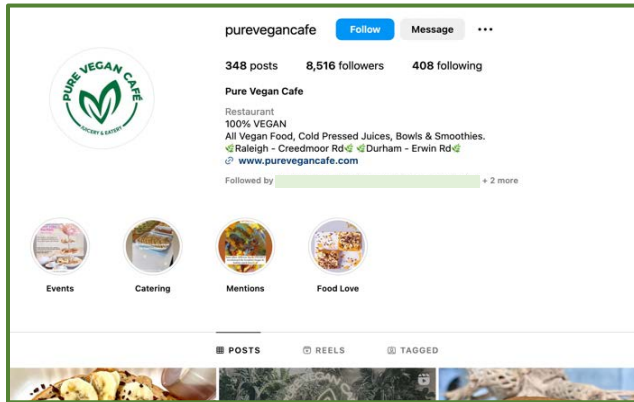
Your answer

How long have you been working at the Pure Vegan Café?

☐ 1 Month  
☐ 3 Months  
☐ 6 Months  
☐ 9+ Months



**INTERNET/SOCIAL MEDIA STUDY:** We conducted a thorough internet study of **Pure Vegan Café** from November 22, 2023, to January 2, 2024, lasting approximately one and a half months. This analysis involved a review of their website, a detailed examination of their social media presence on platforms such as Instagram and Facebook, and an in-depth exploration of relevant articles. **The objective of this was to gain an external perspective on Pure Vegan Café's ongoing initiatives to promote employment opportunities and to assess the effectiveness of these initiatives.** Additionally, the



examination of the articles allowed us to comprehend and **study the underlying causes** of the overall issue of **high staff turnover in current businesses**. Our study involved a thorough exploration of the official **PVC** social media channels, analyzing both recent and older posts, to determine the strategies employed in advertising open positions. We sourced information from websites such as *LinkedIn*, *McKinsey*, and *King Retail Solutions*, enhancing our understanding of common retention challenges, including organizational deficiencies, communication gaps, structural issues, overwork, etc.

## IV. FINDINGS AND CONCLUSIONS OF THE STUDY



### A. Findings of the Research Study

After analyzing our research methods, we identified three findings that impacted **Pure Vegan Café**.

**FINDING #1:** Following the two interviews held with the Head Manager at **PVC**, we discovered that **employees were quitting soon after they started the job**. Over time, the duration of each employee's time working at the café reduced tremendously, **leaving very few long-term employees at the café to uphold their responsibilities**.

#### Interviews #1 & #3 (Head Manager):

Chalam reportedly worked excessive amounts of overtime because there weren't enough employees to cover all the needed shifts. He claimed that the job was more stressful than he initially anticipated due to the chaotic environment and the challenge of managing the café on his own. The situation swiftly became unorganized, proving to be overwhelming and unmanageable for Chalam to approach by himself.



**FINDING #2:** After interviewing the Floor Lead of **PVC**, it was revealed that the **persistent turnover of employees has led to an issue of overscheduling**. This in turn resulted in the present employees taking on more shifts than they anticipated, causing an unhealthy rate of **burnout**, negatively affecting the performance of each staff member.

#### Interviews #4 (Floor Lead):

Timble explained that the poor construction of the scheduling system resulted in the employees having to work shifts that are longer and more often than initially anticipated. He also reported that the constant turnover rates have been leading to the increased difficulty of coordinating with the remaining employees. This has further resulted in heightened stress levels of the staff which has been negatively affecting the work that is being put out by each individual.



**FINDING #3:** Post-interview with the CEO of **PVC**, we understood that staff turnover was a notable issue that was seen by employees around the café. This interview helped us to recognize that the cause of this was the **unorganized environment** of the café because of inadequate employee skill sets. This led to lots of incidents regarding **miscommunication causing tension and turmoil within relationships in the staff**.

### Interviews #2 (CEO):

Birajadar claimed that she noticed that the issue of miscommunication has become abundant within the work environment, causing difficulties regarding employee roles and relationships. She has concluded that this is because of their unorganized work environment. She feels as though employee relationships are affected negatively because of the lack of communication and cooperation among the staff base. There have been various situations in which unnecessary confusion has arisen especially when it comes to taking care of a customer, managing a busy day, taking accountability of messy incidents, etc. All of these factors simultaneously contribute to the overarching issue of miscommunication.

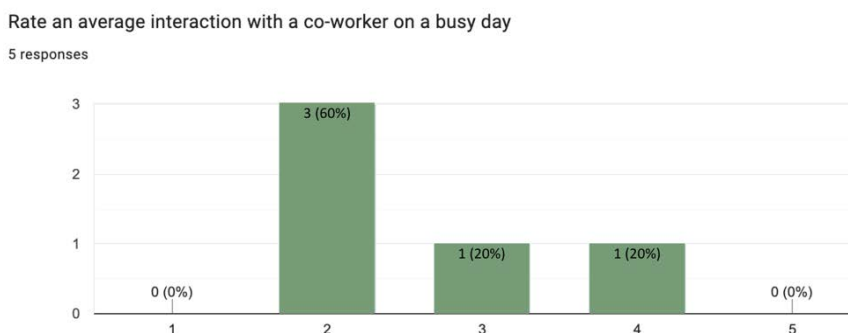


We took into account the fact these issues could have simply been the opinion of one staff member, prompting us to launch the employee survey to collect all opinions and perspectives from the **PVC** team. After considering the information given to us from our interviews, we made a quick list of the issues we wanted to address in our survey. **There were three main issues:**

**EMPLOYEE FLEXIBILITY:** Upon reviewing the feedback submitted by the staff, there is a notable range in the confidence ratings for the possibility of filling in shifts at **Pure Vegan Café**. Specifically, **40% of the employees rated their confidence with 1 point out of 5**, another **40% with 2 points**, and the remaining **20% provided a rating of 3 points**. The **average** rating stands at **1.8 out of 5**. This data shows that there are inadequate skills covering for the jobs left open by the understaffed employees at PVC.



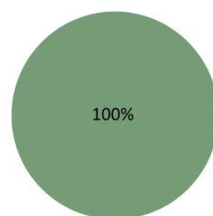
**EMPLOYEE INTERACTION:** The survey indicates that the **average rating for employee interactions during busy days at the café is 2.6 out of 5**. While this figure is slightly above the midpoint of the scale, it falls below an acceptable standard for such a crucial aspect of the job. Notably, a significant portion of the respondents assigned a rating of **2 points out of 5 to employee interactions**, underscoring the need for attention and improvement in this area. Addressing these concerns is vital to creating a more positive and collaborative work environment.



**EMPLOYEE BURNOUT:** The survey revealed a unanimous response from all employees, indicating significant levels of burnout after completing a regular shift. This consensus highlights a shared feeling among the café staff, emphasizing the widespread sense of exhaustion. The absence of shared opinions emphasizes the need for interference.

Have you ever felt exhausted or extremely burnt out after a shift at Pure Vegan Café?

5 responses



## A. Conclusions based on the Findings

**Pure Vegan Café** faces a challenge described by **inadequate staffing levels** and an **escalating rate of employee turnover**. The cause of this can be classified into 3 groups: **disorganized and inconsistent work structures, miscommunications among team members**, and the extensive issue of **extreme employee burnout**. These underlying factors collectively contribute to a situation where staff members feel compelled to resign, creating a major understaffing condition at **PVC**. Addressing these causes is critical to **foster a more stable and productive work environment** for the café's team members.

# 1

**PVC's existing work and training structures lack organization, creating an inefficient and uninviting environment for employees.**

The current environment at **Pure Vegan Café** exhibits a clear **lack of training cohesion and operational fluidity**, which are essential for an ideal café setting. This deficiency results in adverse outcomes, including **high stress levels, compromised task efficiency, and disorderly order processing**. The issue leads to employee frustration due to the inability to navigate the work environment, restricting the flow of operations and hindering the delivery of timely, high-quality service. The **absence of structure increases the turnover rate** as employees seek a more conducive and professionally managed work environment. Attending to this issue is crucial to enhance the operation of the café and to improve employee satisfaction, ultimately benefiting both the employees and the establishment.



# 2

**PVC employees experience burnout due to the overwhelming workload and unsystematic procedures in place.**

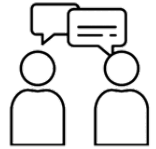
Due to overscheduling, employees at **Pure Vegan Café** often experience feelings of burnout and being overworked. The **chaotic environment, coupled with the disorderly system** in place, plays a significant role in fostering a **sense of overwhelm among employees**. These conditions make it challenging for staff to efficiently complete tasks and orders, creating psychological stress. The resulting frustration, combined with the ongoing struggle to maintain the system, contributes to staff turnover as employees view the environment as unfit due to its unhealthy structure and complications. Addressing these organizational defects and establishing a more supportive work environment is crucial for alleviating the factors contributing to employee burnout and promoting a healthier and more sustainable workplace.



# 3

## PVC employees encounter numerous conflicts while they work due to miscommunication issues.

There have been numerous **factors that lead to poor communication** within the staff of **Pure Vegan Café**, such as **the navigation of the environment, inadequate training, and poor work practices**. The chaos within the store makes it hard for employees to remain informed on the current happenings of the café, allowing there to be many opportunities for employees to misunderstand their tasks. Simple tasks such as order completion and cleaning are made difficult, leading to slow service, high levels of stress, and an overall displeasing environment. Employees may dislike their time spent working at **PVC**, leading them to resign and add to the understaffing issue at the café.



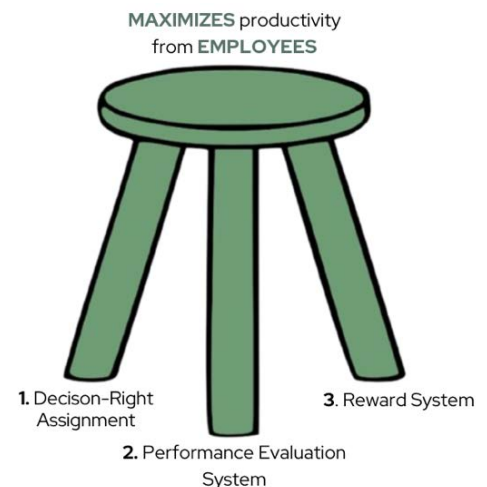
## V. PROPOSED STRATEGIC PLAN



### A. Objectives and Rationale of the Proposed Strategic Plan

To plant the seed in facilitating the growth of employee care at **Pure Vegan Café**, we have adopted the **"Three-Legged Stool"** Performance Management model, created by Jay Barney, a presidential professor of strategic management at the University of Utah. This model is comprised of **Decision-Right Assignment, Performance Evaluation System, and Reward System**. Our objective is to efficiently execute these pillars, maximizing overall employee productivity.

**DECISION-RIGHT ASSIGNMENT:** Diving into the first leg, **Decision-Right Assignment** is the method of teaching employees not only how to work their shifts efficiently, but also to contribute and collaborate to brainstorm ways to help the business grow and improve as a whole. The final decisions will ultimately still be made by the owner, Mrs. Birajadar, however, she will take into consideration ideas generated by the entire **PVC** team. This ensures that the employees feel as though they have a purpose in more than just their explicit role, **fostering a sense of ownership and positivity**.



**PERFORMANCE EVALUATION SYSTEM:** The second leg is known as the **Performance Evaluation System**. This system is designed to **monitor employee performance** through customer satisfaction percentages derived from feedback through surveys and other methods. Performance is also observed through the overall functionality and organizational aspect of the staff after this implementation. Through this system, it can be ensured that **optimal decisions are being made** and progress improvement is exponential.

**REWARD SYSTEM:** The **Reward System** serves as a motivational mechanism to seed purpose and drive within the team, enabling a commitment to enforce and, ultimately, deliver results for **PVC**. With the established objective of achieving a **15% increase in annual revenue** and a **10% boost in profits** compared to the previous year, employees stand to be **incentivized through a 5% overall bonus** of their **total annual compensation** as a tangible acknowledgment of their contributions.



**OBJECTIVES:** The creation of the **FRESH** initiative allows us to enforce a focused model that follows the ideals of the “Three-Legged Stool,” creating a **pathway that facilitates growth** and keeps us on track to reach our goal. Each letter responds to a leg of the stool and stands for a step that we will follow, targeting each of the struggling aspects that we have aimed to fix.



**F**acilitating a Collaborative Environment



**R**efining Skills via Cross-Training



**E**stablishing Monthly Reports



**S**kills Assessments



**H**igh Performance Incentives

Our innovative strategic plan, **FRESH**, is an initiative which has been broken down into **five phases**, as seen above. This breakdown allows us to **enhance** the current processes of **Pure Vegan Café** as opposed to completely altering them, allowing the business to maintain order while overcoming its existing obstacles.

#### RATIONALES:

<b>Facilitating a Collaborative Environment:</b>	As of now, employees are aware of their position, however, there is room for much improvement. Giving employees resources to gain additional knowledge regarding their roles and responsibilities within the café will result in increased insights and contributions on their behalf, aligning with the values of the first leg, “Decision-Right Assignment.”
<b>Refining Skills via Cross-Training:</b>	Currently, employees of <b>PVC</b> have been facing difficulties with the coverage of various positions, leading to burnout. Incorporating the teachings of cross-training for the staff will contribute to the lessening of last-minute conflicts and will reduce stress overall. This also aligns with the first leg of the stool, as it provides an opportunity to take initiative.
<b>Establishing Monthly Reports:</b>	This phase falls within the leg of the "Performance Evaluation System." It is imperative to conduct in-depth discussions regarding the decisions and ideas generated by the team. These meetings are important as they allow the creation of a well-communicated environment while also ensuring an organized structure in staffing.
<b>Skills Assessments:</b>	To ensure that employees are on track and able to fulfill the expectations of their position, a skills assessment will be made and performed. This allows for an opportunity for feedback and constructive criticism, resulting in the minimization of potential miscommunications and possible organizational issues. This also aligns with the second leg of the stool.
<b>High Performance Incentives:</b>	Incorporating a reward system from the third leg of the stool allows <b>PVC</b> employees to work diligently for a well-deserved incentive provided at the end of the month and/or year, based on their efforts. This fosters an environment where employee relationships can improve while also offering an opportunity for business growth. This aligns with the third leg of the stool.

## B. Proposed Activities and Timeline

To ensure that we reach our goal in a realistic, but timely manner, we have designed the **FRESH** initiative in a way that creates **chronological steps** that each target a different aspect of the overarching issues that **PVC** currently faces. There are multiple aspects to each step, all of which work hand-in-hand to guarantee success. The steps can be broken down into the following:



### Facilitating a Collaborative Environment

The first step of the **FRESH** initiative is **creating a collaborative environment** for the employees. In order to achieve this goal, we will provide them with various resources to **improve** their skills in terms of **decision-making, teamwork, communication, and organization**. The following will be implemented:

#### Hire a Facilitator/Specialized Trainer:

This is a major step in reforming the current structure and skillset of **PVC** employees. Hiring a trainer will permit the employees to **receive individual training to improve crucial skills** that are necessary for working in a café environment. This includes training them to refine their decision-making skills while **imposing a nurturing environment** that provides opportunities for employees to **contribute their opinions, insights, and suggestions**. Also, this will help prevent inefficient responses to conflict, increasing cooperation and efficiency between the employees. This will ultimately combat any issues regarding communication and organization that could affect both the staff team and the business.

#### Course Administration:

In order to teach employees how to maximize productivity, we will **administer two online courses** from *Udemy*: “Management Skills - Team Leadership Skills Masterclass” by Mark Timberlake and Stephen Mather, as well as “Improve People Management and Build Employee Engagement” by Roger Kay Allen. With the first course, employees will attain skills regarding how to collaborate with one another and take initiative while also gaining a deeper understanding of café procedures and management. The second course will provide a skillset surrounding employee engagement skills. The combination of both courses will help employees **gain more knowledge and experience**, overall benefiting the team and **increasing their contribution and sense of purpose**.



#### Management Skills - Team Leadership Skills Masterclass

Leadership & Management Skills - Change Management- Lean BPM Management Skills - Team Management - Team Building

Mark Timberlake, Stephen Mather

4.6 ★★★★★ (14,161)

19 total hours · 260 lectures · Beginner

Bestseller



#### Improve People Management and Build Employee Engagement

Talent Management | Performance Management | Leadership Roles | Team Leadership | Coach Employees | High Performance

Roger Kay Allen, Ph.D.

4.5 ★★★★★ (916)

3.5 total hours · 41 lectures · All Levels

Bestseller

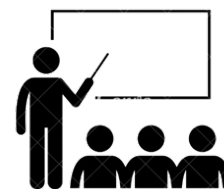


### Refining Skills via Cross-Training

The second phase of the **FRESH** initiative involves the CEO, Mrs. Birajadar, cross-training her employees. A study conducted by *Walden University* underscores the benefits of cross-training, emphasizing its **positive impact** on **organizational flexibility, workforce stability**, and the **reduction of employee burnout**. This approach not only improves the adaptability of the team but also contributes to a workforce that is capable of navigating challenges with increased proficiency and efficiency.

### Cross-Training:

To initiate this phase, an **initial debriefing session** will be conducted with **Mrs. Birajadar** to communicate the details of cross-training and explain its benefits. Next, Mrs. Birajadar will organize **paid, targeted training sessions** with each employee. For example, she will convey the responsibilities of a barista to an employee holding the role of a cook. This aims to ensure that all the employees within **Pure Vegan Café** **possess comprehensive knowledge of various operational roles**. There is a range of reasons for taking on this approach; for one, it serves as a proactive measure to prevent potential conflicts arising from staffing shortages, as employees are equipped with the versatility to seamlessly step into alternative roles when necessary.

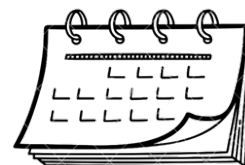


### Establishing Monthly Reports

The third phase of the **FRESH** initiative entails conducting **monthly team meetings** dedicated to **fostering open discussions** on ideas related to business development that have been generated by the staff. In addition, they give employees a break from their conventional setting and roles where they can take a break, ultimately reducing stress.

### Monthly Insight Meeting:

Monthly gatherings will be held in **inclusive and supportive environments**, cultivating open conversations for employees to contribute their ideas concerning **PVC's** future growth. These meetings will be held in areas designated for brainstorming, away from the café. This gives the employees a change of scenery and atmosphere. The relaxed and informal setting is essential, as it promotes an area where staff members feel encouraged to express their propositions freely, also making them feel as though they are recognized as more than just employees, but as their own people. The objective of these monthly meetings is to **facilitate meaningful connections** among employees and **assess current café situations**, ultimately **organizing potential issues, reducing stress** from complications, and continuing the enhancement of the **PVC** staff relationship.



### Skills Assessments

The fourth step of **FRESH** includes **conducting skills assessments** on the staff members. It is essential to track the performance of employees and the actions taken place during work hours. Conducting this assessment results in **less misconduct** and **improved** overall **organizational productivity**.

### Skills Assessment:

A monthly skills assessment, conducted by **Mrs. Birajadar**, will be performed to thoroughly evaluate the performance of individual employees at the café. Throughout these sessions, Mrs. Birajadar will engage in **direct observation**, carefully assessing daily activities, interactions, and incident responses made by the employees. Following the observation period, she will provide them with thorough **feedback**, describing **both strengths and areas for improvement** for each employee. This framework provides valuable constructive criticism, **fostering continuous professional development** within the **PVC** staff base. Ultimately, the insights gained from these assessments will contribute to **enhancing the overall proficiency, structure, and effectiveness of the team** for both the short term and the long term.







## High Performance Incentives

The final phase of the **FRESH** initiative **generates a stimulus** for employees to work efficiently and optimally to maximize productivity behind the counter of **PVC**. Fewer employees will feel the need to resign if their job makes them feel welcome, productive, and valued. There are two programs that can be implemented to successfully achieve this goal:

### “PlantPerks”:

The concluding phase of the **FRESH** initiative sets a performance-based reward for employees such that if **PVC’s revenue surpasses** the previous year by **15% and the profits are 10% higher** than of the previous year, the employees are eligible for a **5% cash bonus on their total compensation**. This incentive structure is developed to increase collaboration between employees, which encourages them to construct off of one another’s insights for the ultimate advancement of **PVC’s** growth.



### “Sprout Spotlight” Program:

“Sprout Spotlight” introduces a **new recognition program** that will be incorporated into **PVC**. To begin, one employee will be chosen every month by the CEO, Veena Birajadar, to be featured essentially as **“employee of the month.”** Along with this prestigious title, a well-deserved **reward** will be presented, with gifts such as vouchers or gift cards to renowned stores or services. Sprout Spotlight will not only **boost the morale** of **PVC** employees but also give them an additional incentive to put forward their best effort. A recognition program will ensure that current employees will feel valued and appreciated, pushing them to spread the word and potentially increase the staff base.

### TIMELINE:

In order to ensure the seamless execution of the **FRESH** initiative, it is crucial for **Pure Vegan Café** to follow a carefully crafted timeline. This timeline describes each step in the initiative, projecting an estimated duration of **five and a half months**. Notably, certain key activities within this timeline, such as the training sessions by the hired trainer and the monthly meetings, have been strategically assigned an initial commencement date and a specific duration, as shown in the **Gantt Chart**. This approach confirms not only the precision in scheduling, but also the efficient implementation of each phase of the initiative.



## C. Proposed metrics or key performance indicators to measure plan effectiveness

To guarantee the success of **FRESH**, **periodic evaluations** of the human resources of **PVC** will be conducted to see whether or not the retention strategies are truly effective. There are 2 types of metrics we will observe to ensure that we have the full picture:

1. **Quantitative Data**, through the calculation of **employment length averages**.
2. **Qualitative Data**, through an **employee feedback survey**.

It is essential to collect both types of data to make sure that the employees are truly happy while the plan is being successfully carried out.

**EMPLOYMENT LENGTH AVERAGE:** Before the implementation of the plan, we will find the average length of employment overall, and as time goes on, that average will be recalculated. We will **check back every 2 months**, seeing how many employees have stayed, as well as how long they have remained at the café. If the average increases, we know that **FRESH** is working the way it should, because employees are retained for longer than they were before. If the average stays the same, we will know to look for areas of improvement in the plan, aiming for an increase. If the average decreases, we will know that there are flaws in the execution that must be addressed immediately, to get the plan back on course.

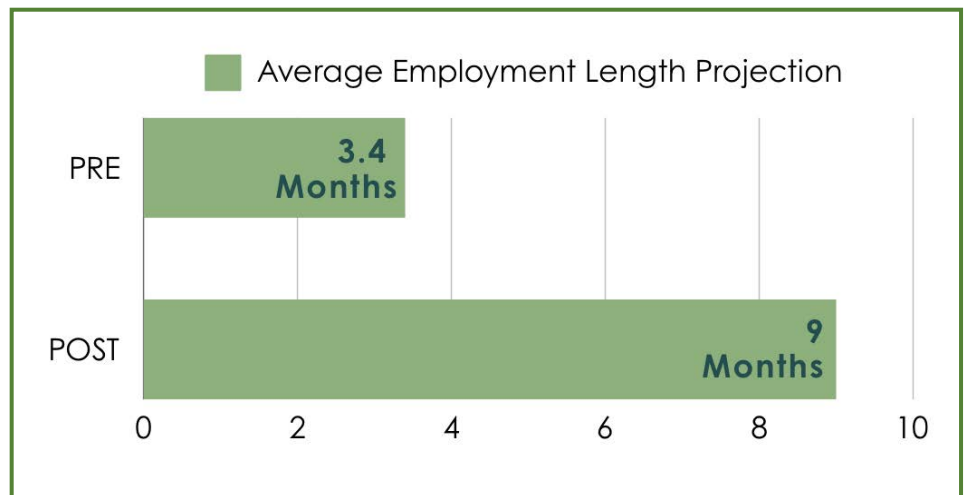


**FEEDBACK SURVEY:** After the start of **FRESH**, a **feedback survey** will be developed to be sent out to employees **every 2 months** at the same time as the employment length average calculation. This survey will ask employees for their opinions on the programs that have been implemented through **FRESH**. If we receive negative feedback, we can find out what may be causing issues, helping us dig deeper in specific areas to efficiently find and solve any problems. This survey will pair with the average mentioned above, providing the reason behind the numbers we have received. With the use of both together, we can make sure that our strategies truly do improve retention at **Pure Vegan Café**, helping the plan adapt to any circumstances that may arise.



The combined comprehension of the employment length average and the results of the feedback survey will help us ensure that **FRESH** is taking **Pure Vegan Café**'s human resources sector to where it needs to be. To ensure that we are on track, we have created specific goals, guaranteeing that we will see the growth we need. With the survey, we hope to never receive negative feedback, but we can precisely track our progress through the employment length average.

**OUR GOAL:** Currently, the average length of employment at **Pure Vegan Café** is **3.4 months** for the 5 employees currently working there. We hope that with the implementation of **FRESH**, we will see a **264.71% increase** after the first 1 year which is an average employment length of **9 months**. Setting a high projected average length will keep us, as the designers of this plan, motivated to continuously fix and improve **FRESH** as time elapses.

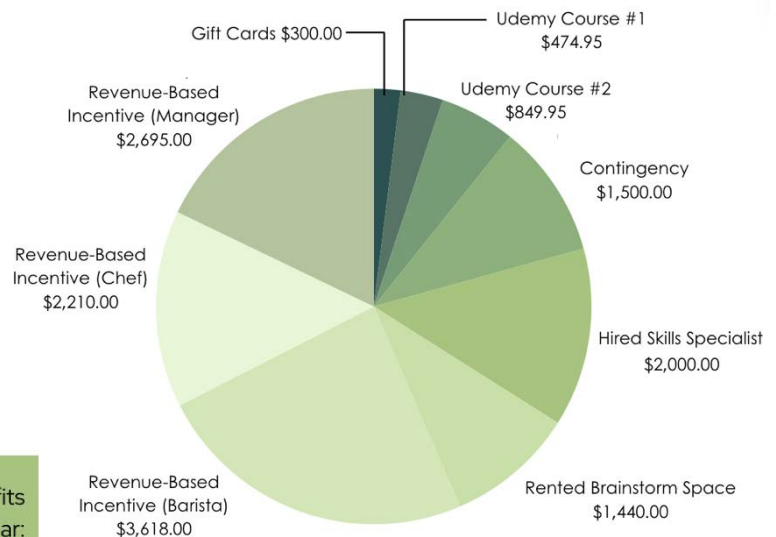


## VI. PROPOSED BUDGET



### A. Costs Associated with Proposed Strategies

After analyzing **PVC**'s problems and meticulously developing our **FRESH** solution, we have carefully prepared a budget that has been optimized to **PVC** so it can be practical and as precise as possible. Going forth with the **FRESH** initiative will lead to the **1st year cost of \$15,087.90** including a **\$10,263.00 annual recurring cost**. The breakdown of these costs can be easily seen in the pie chart displayed to the right. Most of the costs are associated with the cash bonuses that we implemented as part of the initiative. Also, with the information found using key metrics, we will be able to use contingency funds to create adaptive responses and ensure continued success.



After first year of implementation

1	1st Year Cost:	2	Recurring Cost:	3	% of Profits used for 1st Year:
	<b>\$15,087.90</b>		<b>\$10,263.00/yr</b>		<b>12.58%</b>

#### BUDGET TABLE:

STAGE	PROJECT	COST TYPE	LIST PRICE	QUANTITY	SUBTOTAL
Facilitating a Collaborative Environment	Udemy Course #1	Static	\$94.99	5	\$474.95
	Udemy Course #2	Static	\$169.99	5	\$849.95
	Hired Skills Specialist	Static	\$1,000.00	2	\$2,000.00
Refining Skills via Cross-Training	Cross-Training	Annual	\$0.00	N/A	\$0.00
Establishing Monthly Reports	Brainstorming Room	Annual	\$120.00/hr.	12	\$1,440.00
Skills Assessments	Surveying Staff Skills	Annual	\$0.00	N/A	\$0.00
High Performance Incentives	Revenue-Based Incentive (Barista)	Annual	\$1,206.00	3	\$3,618.00
	Revenue-Based Incentive (Chef)	Annual	\$2,210.00	1	\$2,210.00
	Revenue-Based Incentive (Manager)	Annual	\$2,695.00	1	\$2,695.00
	"Sprout Spotlight"	Annual	\$25.00	12	\$300.00
Other	Contingency	Static	\$1,500.00	1	\$1,500.00
RECCURING (Annual Cost)	-	-	-	-	\$10,263.00
TOTAL (First Year)	-	-	-	-	\$15,087.90



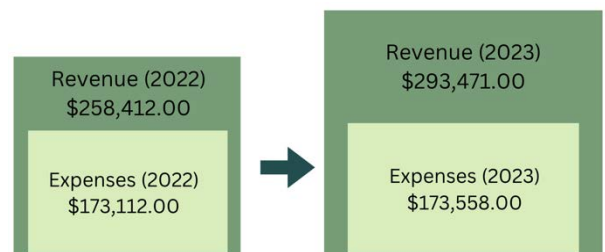
## BUDGET RATIONALE:

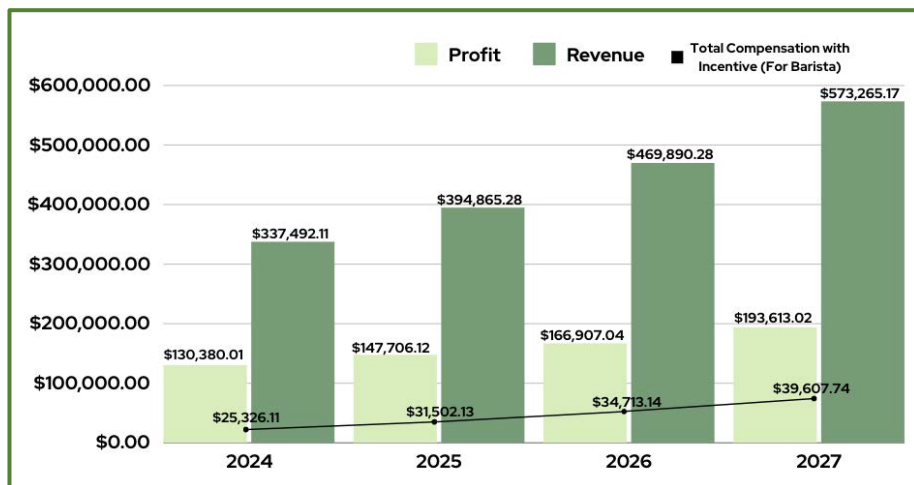
Aspects of Strategic Plan:	Associated Cost:
<b>Facilitating Collaborative Environment:</b>	
Udemy Course #1 & #2	<b>\$1,324.90</b> – combined cost of both skill development courses.
Hired Skill Specialist	<b>\$2,000.00</b> – initial cost to hire a specialist to come train employees about management and decision-making.
<b>Refining Skills via Cross-Training:</b>	
Cross-Training	<b>FREE</b> – this is an action which solely requires Mrs. Birajadar to take time to train her employees, hence no additional cost.
<b>Establishing Routine Reporting:</b>	
Rent out Brainstorming Room	<b>\$1,440.00</b> – annual cost allotted to renting out an official brainstorming room for team meetings, hourly cost is \$120.
<b>Skills Assessments:</b>	
Surveying Staff Skills	<b>FREE</b> – considered an observation, therefore it requires no additional fees.
<b>High Performance Incentives:</b>	
Revenue-Based Incentive (Hypothetical: Not on Pie Chart)	<b>Conditional Cost</b> – counted if and only if the café or exceeds revenue/profit goals, refer to the budget table above for specific expenses.
“Sprout Spotlight” Program	<b>\$300.00</b> – monthly expense allotted to Sprout Spotlight rewards for employees, each gift card will be valued at \$25.00.
<b>Other:</b>	
Contingency	<b>\$1,500.00</b> – safety net expense set aside in case of emergency or sudden incident.

**RETURN ON INVESTMENT:** Successfully executing the implementation of our **FRESH** initiative to the café shows a direct correlation with **PVC**’s profits. The solution allows for the elimination of employee burnout as well as enhancement of communication throughout the staff ultimately leading to a better work environment. This helps shut down possible conflicts coming from behind the counter, so the business ultimately runs with greater revenue. After analyzing the solution and its predicted effects towards **PVC** it is safe to say that the initiative will increase revenue. After careful evaluation of **Pure Vegan Café** and its implied effects our **calculated ROI** came out to **21.37%**.

**PROOF OF AFFORDABILITY:** Since its commencement, **Pure Vegan Café** has consistently generated a **stable revenue stream**. In the year **2022**, **PVC** accumulated a **total revenue of \$258,412**, and, following **\$173,112 in expenses**, yielded a **net profit of \$77,300**. In the successive year, the café’s total revenue increased to **\$293,471**, with **expenses totaling \$173,558**, resulting in a commendable **net profit of \$119,891**. This constant and stable pattern of growth allowed for an allocated contingency fund of \$1,500, roughly 1.25% of the net profit from the past year, which will be used in cases of emergency or incident throughout the course of **FRESH**.

An analysis of **Pure Vegan Café’s** financial performance over the past two years reveals a **noticeable positive course in revenue**, signifying a strong and reliable income. The demonstrated financial stability underscores the effectiveness of our precisely developed solution, ensuring a secure budget framework for the café and reducing financial risks. The chart to the right demonstrates an **increase of profit margins** from **2022 to 2023**.





## HYPOTHETICAL INCENTIVE:

The graph that is displayed to the left demonstrates the **hypothetical revenues and profits for 2024 and the following three years**. One purpose of the graph is to highlight **Pure Vegan Café's** anticipated growth in both revenue and profit after implementing our initiative, **FRESH**. The graph shows an **increase of revenue by 15% or more** and an **increase in profit by 10% or more**. This fulfills the criteria for employees to qualify for the

incentive. Accordingly, the **black line** illustrates the projected compensation that an average barista at **PVC** would receive, accounting for the **additional 5% incentive** applied to their **annually worked hours**.

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