



FLEMING'S STEAKHOUSE

Big Data Project

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On Today's Menu

1. Executive Summary
2. Research Problem
3. Methodology
4. Sampling
5. Segmentation Findings
6. Sentiment Analysis Findings
7. Perceptual Map Findings
8. Recommendations
9. Conclusion



Executive Summary



Key Questions

- Are there any common characteristics or patterns between customers that prefer the same attributes in fine dining steakhouses?
- How do our guests currently feel about Fleming's?
- How can Fleming's position themselves better in the fine dining steakhouse industry?



Recommendations

- **Segmentation:** Targeted strategies for each segment.
- **Sentiment Analysis:** Enhance Positive Experiences, Address Negative Feedback, Continuous Improvement.
- **Perceptual Maps:** Improve quality of service, and other restaurant level amenities.



Bottom Line

- Being able to position itself to differentiate itself from competition and to increase customer satisfaction, loyalty, and enhance its brand image.

Research Problem



Problem

- The fine-dining restaurant industry is a highly competitive market with demanding customers.
- Significant investment to improve dining experience.



Objective

- Enhance the upscale dining experience at Fleming's Prime Steakhouse, focusing on its flagship Tampa location to evaluate customer preferences and the return on investment.



Challenges Addressed

- Meeting changing consumer expectations.
- Competing in a high-end dining market.
- Ensuring strategic alignment with long-term growth goals.

Methodology

Research Design:

Conducted surveys and analyzed reviews to understand customer preferences and competitor positioning

Analytical Techniques:

- **Segmentation Analysis:** Cluster analysis to group customers by dining preferences.
- **Sentiment Analysis:** Evaluated reviews to identify themes, keywords, and emotions.
- **Perceptual Mapping:** Compared Fleming's to competitors on key attributes like steak variety and service quality.

Methodology:

These analytical techniques will give us the best understanding on how Fleming's:

1. Stack up against competitors
2. Which attributes have the biggest effects on customer satisfaction
3. Whether the innovations in Tampa flagship are worth the large investment



Sampling to Conduct Research

Survey

- Target Audience: Business Professionals
 - Within the scope of Tampa (Hillsborough County, Pinellas County, etc.)
- Demographic and Attribute data collected
- 74 out of the 94 responses used for Segmentation and Perceptual Maps



Reviews

- Reviews were gathered from both OpenTable and Yelp about the Tampa location
 - 100 reviews from OpenTable
 - 30 reviews from Yelp
- Reviews gathered from opening day (09/09/2024) to the end date when analysis was conducted (11/04/2024)



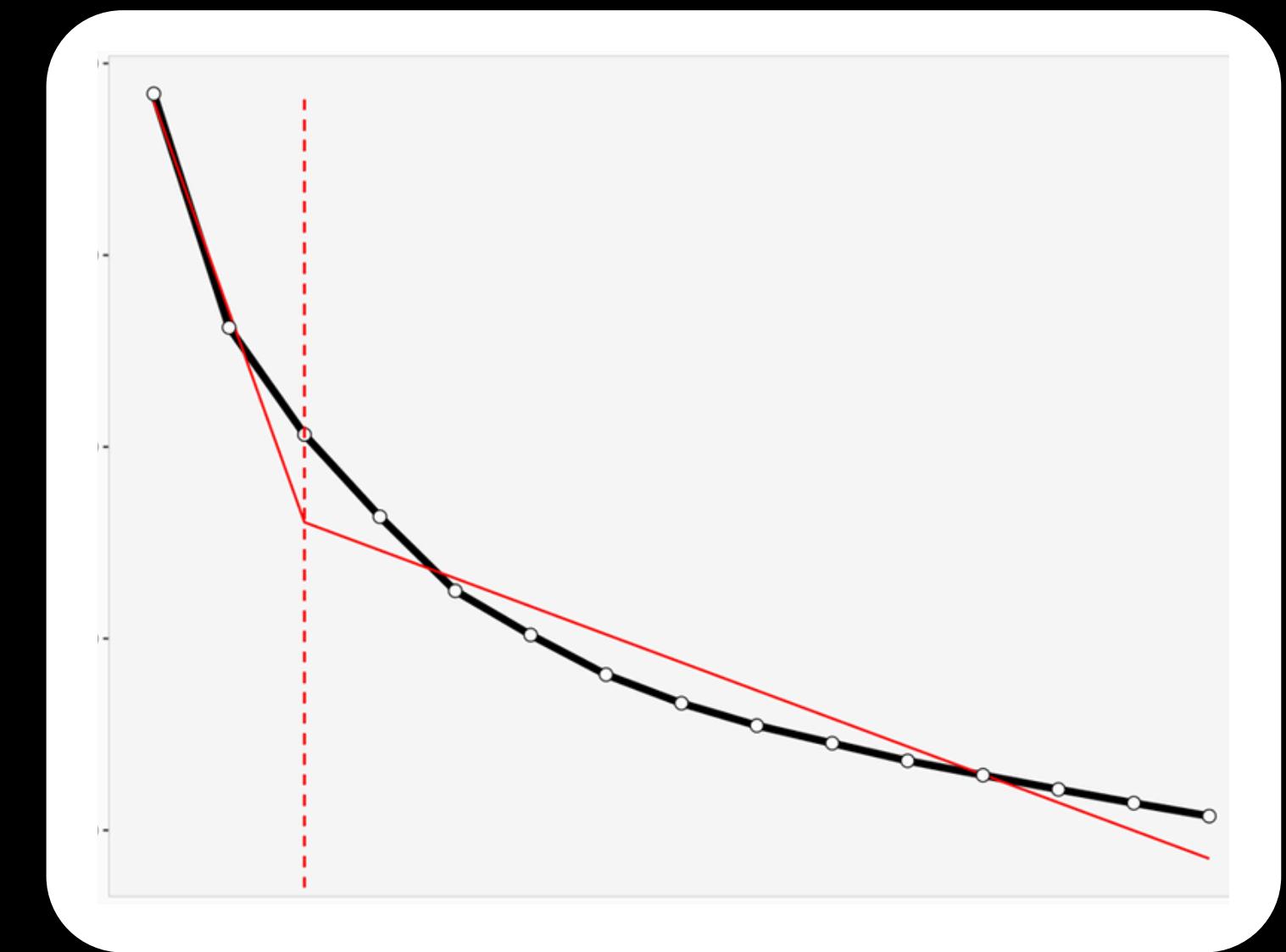
ANALYSIS FINDINGS

Segmentation Analysis

Are there any common characteristics or patterns between customers who prefer the same attributes in a fine-dining steakhouse?

| | Population | Segment 1 | Segment 2 | Segment 3 |
|---------------|------------|-----------|-----------|-----------|
| Size | 74 | 50 | 2 | 22 |
| Relative size | 100% | 68% | 3% | 30% |

Segment Size



Screen Plot

Segmentation Analysis



Segmentation Variables



Descriptor Variables

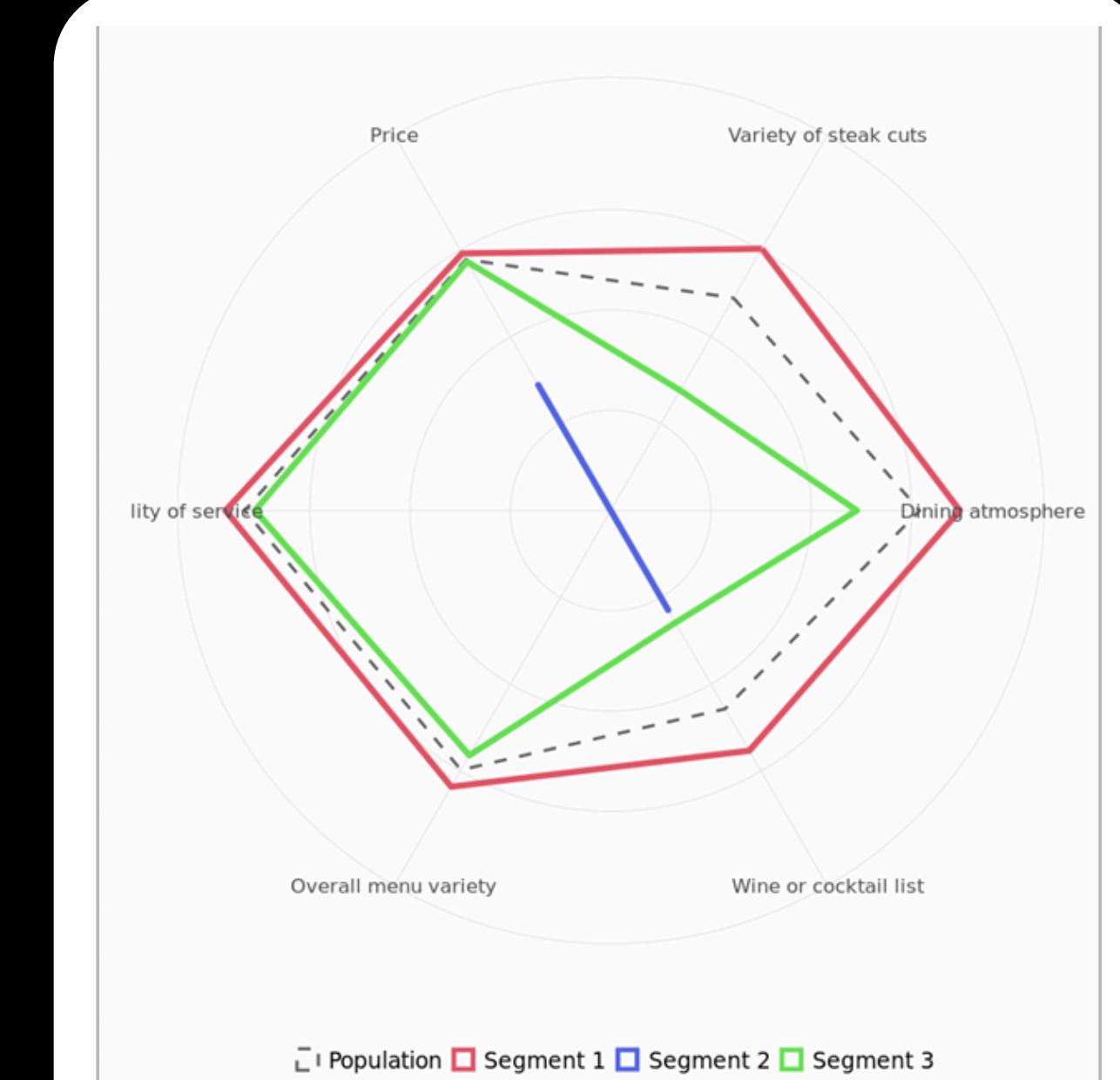
Segmentation Analysis

Segments:

Segment 1: Elite Class

Segment 2: Indulgent Spenders

Segment 3: Classic Steak Lovers



Spider chart.

Sentiment Analysis



Word cloud of the most frequent words (without stemming)

Most Notable Words:

- Food
 - Service
 - Experience

Doesn't give us the full story!

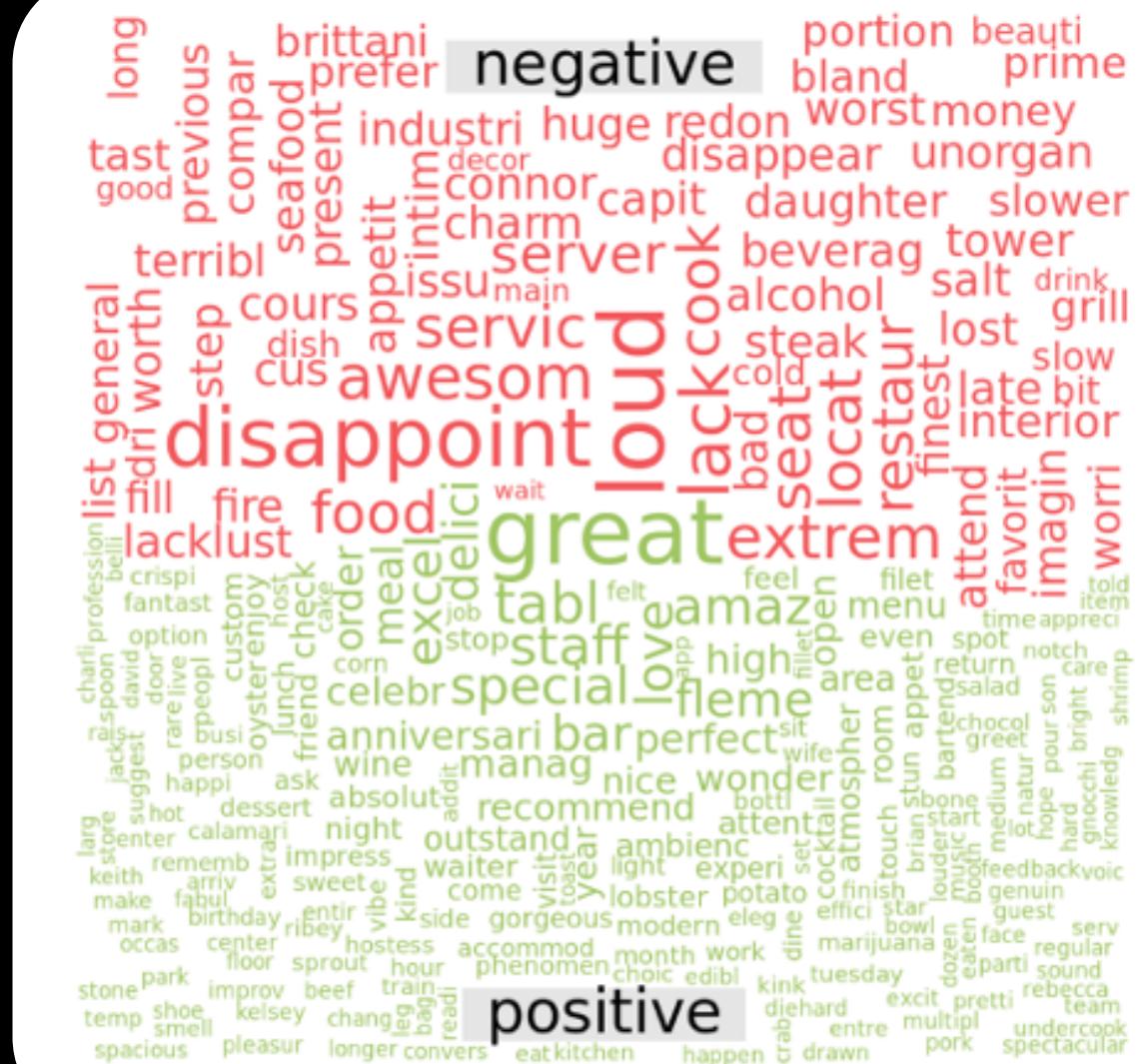
Sentiment Analysis

Valence repartition of the reviews (Positive/Negative)

| | Posts count | Relative posts count |
|-----------------|--------------------|-----------------------------|
| Total | 130 | 100% |
| negative | 12 | 9% |
| positive | 118 | 91% |

- **Review from 10/23/2024:** “Clarence was excellent as always. We have eaten here a few times and he's been our server. The last time we ate here was at the old location and he remembered us. He also accommodated a request for the lobster mac & cheese, which is a favorite. Thank you for a great experience.”
 - **Review from 10/03/2024:** “Lovely remodel. Two main pieces of feedback: 1) dining room noise level pretty high. 2) dress code: disappointed to see patrons wearing graphic t-shirts, baseball caps and gym shoes.”

Valence word cloud (Positive/Negative)



Sentiment Analysis

Valence repartition of the reviews (Multiple Emotions)

| | Posts count | Relative posts count |
|---------------------|-------------|----------------------|
| Total | 130.00 | 100% |
| anger | 3.52 | 3% |
| anticipation | 18.35 | 14% |
| disgust | 2.35 | 2% |
| fear | 1.38 | 1% |
| joy | 60.18 | 46% |
| sadness | 3.68 | 3% |
| surprise | 1.85 | 1% |
| trust | 38.68 | 30% |

Valence word cloud (Multiple Emotions)



Review from 09/13/2024: "Excellent dining experience at the gorgeous new flagship restaurant. Accommodated my preferences and took wonderful care of us. Thank you!"

Review from 09/13/2024: "The new restaurant is a huge disappointment. Loud, industrial and lacking in charm. The designer should be fired and the interior redone. Once my favorite steakhouse is off our list and we will go to Capital Grill."

Perceptual Maps

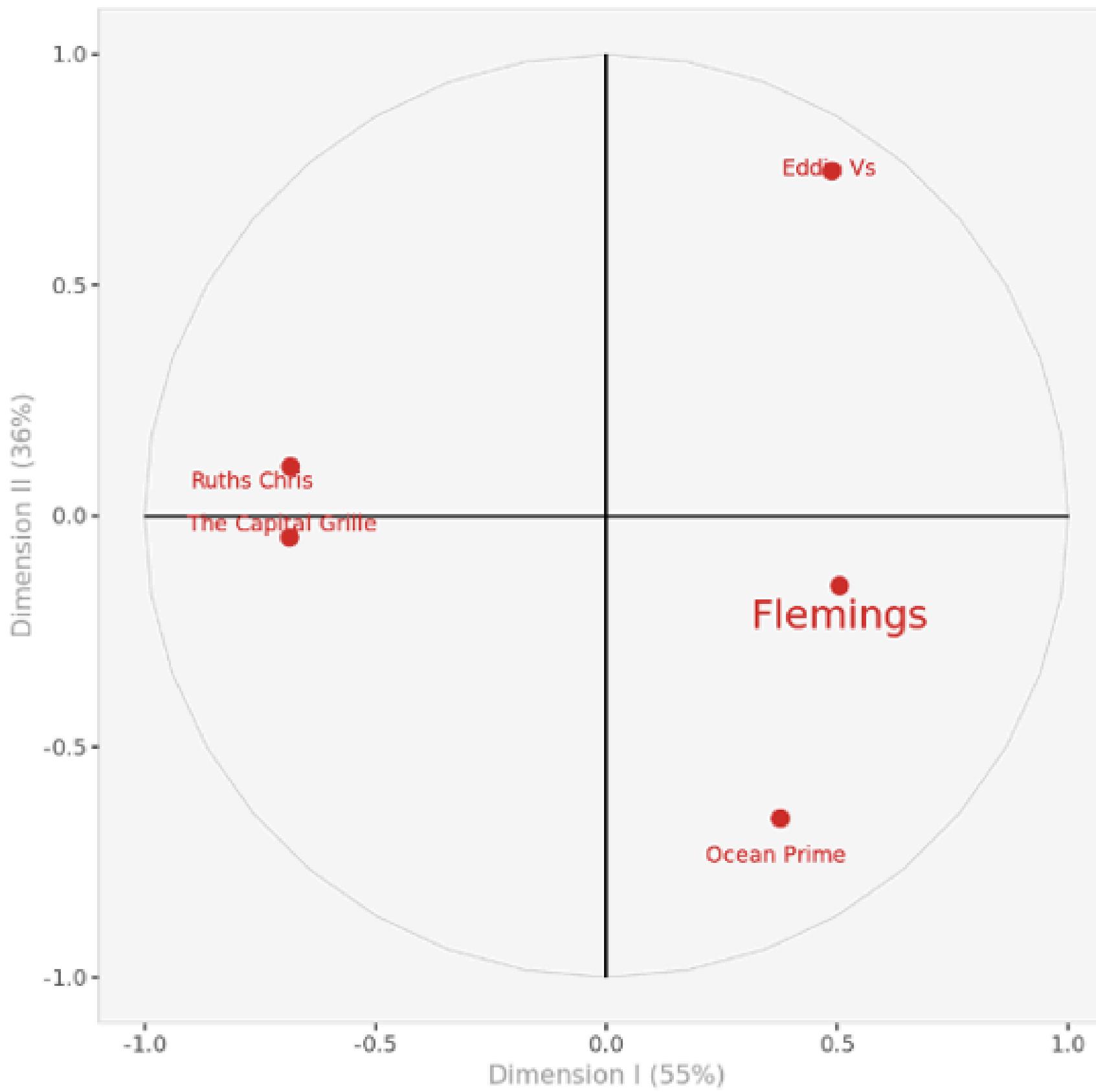
How can Fleming's position themselves better in the fine dining steakhouse industry?

| | Variance explained | Cumulative variance |
|--------------------|--------------------|---------------------|
| Dimension 1 | 55.4% | 55.4% |
| Dimension 2 | 36.0% | 91.5% |
| Dimension 3 | 5.4% | 96.8% |
| Dimension 4 | 3.2% | 100.0% |
| Dimension 5 | 0.0% | 100.0% |

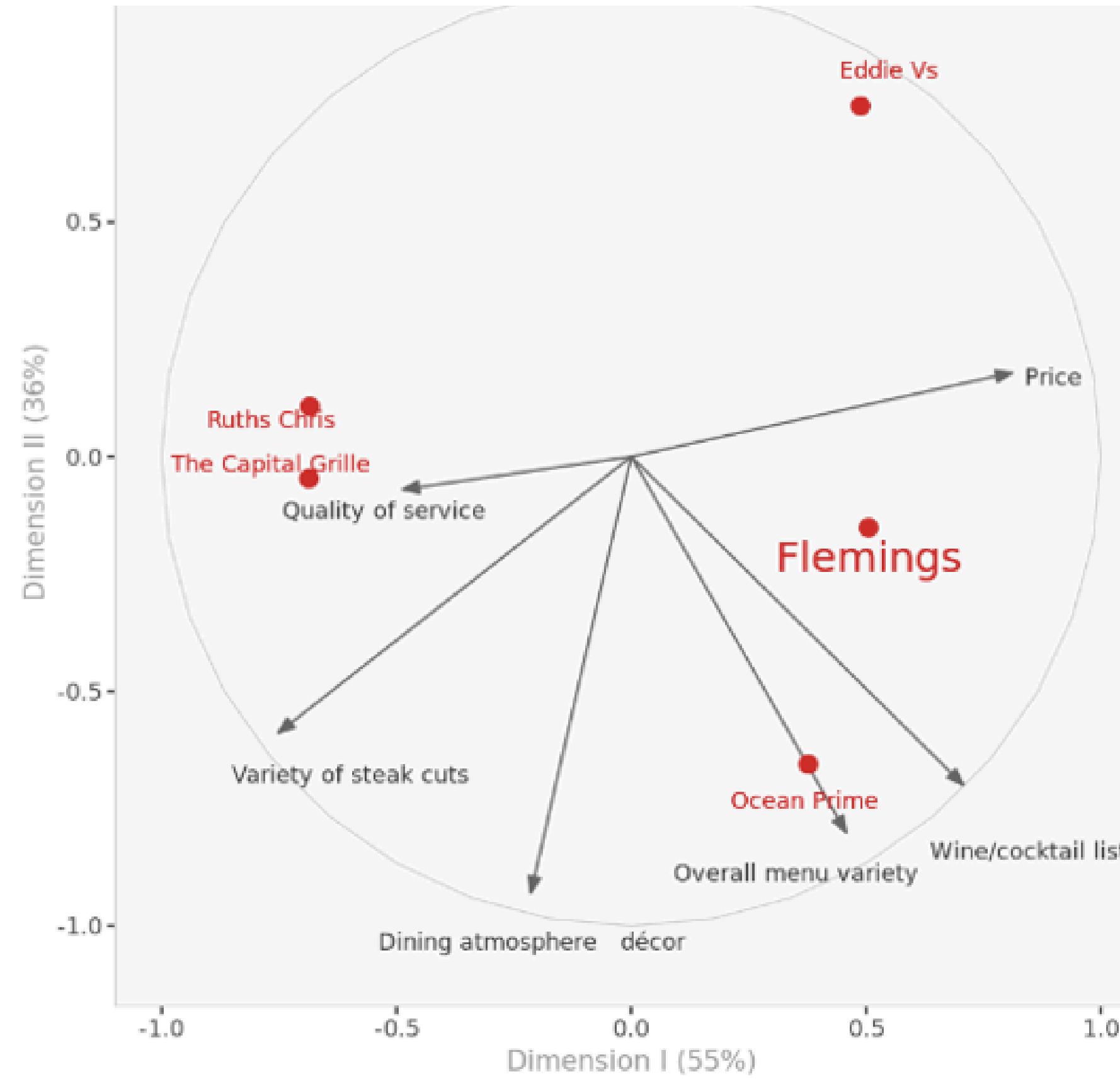
Variance explained. Variance and cumulated variance explained, by dimension.

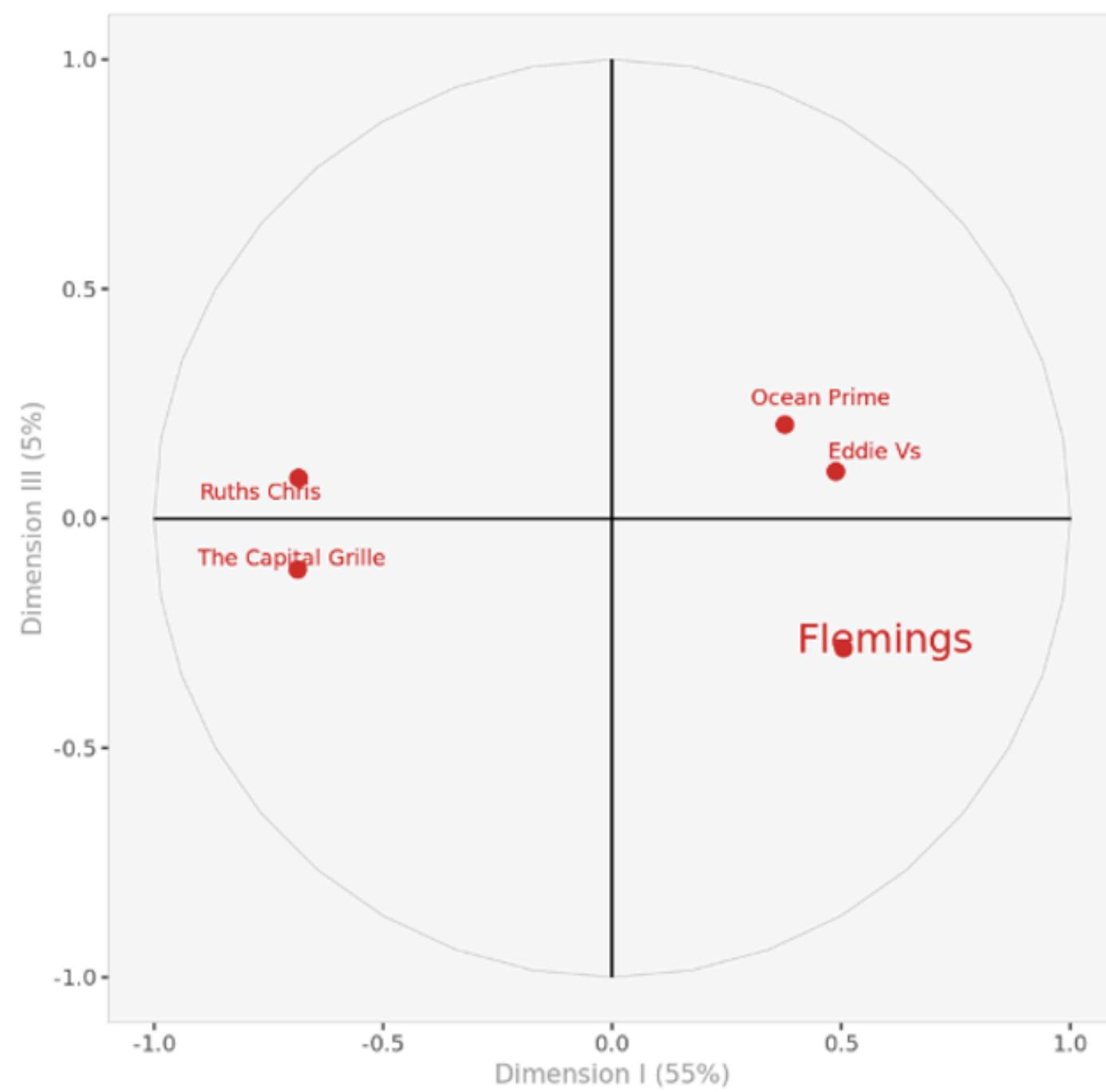
| | Dimension I | Dimension II |
|------------------------|-----------------------|-------------------------|
| 1 Most positive | Price | |
| 2 ... | | |
| 3 | | Overall menu variety |
| 4 Most negative | Variety of steak cuts | Dining atmosphere décor |

Dimension interpretation. Displays the names of the attributes most aligned with each dimension.



Objects I-II. Object position on the first and second dimensions of the perceptual map.





Objects I-III. Object positions on the first and third dimensions of the perceptual map.

| | Dimension I | Dimension II | Dimension III |
|------------------------|-----------------------|-------------------------|--------------------|
| 1 Most positive | Price | | Quality of service |
| 2 ... | | | |
| 3 | | Overall menu variety | |
| 4 Most negative | Variety of steak cuts | Dining atmosphere décor | |

Dimension interpretation. Displays the names of the attributes most aligned with each dimension.

| | Flemings | Ocean Prime | Ruths Chris | The Capital Grille | Eddie Vs |
|-------------------------|----------|-------------|-------------|--------------------|----------|
| Variety of steak cuts | 3.9 | 4.0 | 4.2 | 4.2 | 3.5 |
| Dining atmosphere décor | 4.3 | 4.5 | 4.2 | 4.5 | 3.9 |
| Wine/cocktail list | 4.3 | 4.4 | 3.9 | 3.8 | 4.0 |
| Overall menu variety | 4.3 | 4.6 | 4.0 | 4.0 | 4.0 |
| Quality of service | 4.2 | 4.3 | 4.4 | 4.4 | 4.3 |
| Price | 3.8 | 3.8 | 3.5 | 3.6 | 3.9 |

Average Attribute Score for each Restaurant

| | Population | Segment 1 | Segment 2 | Segment 3 |
|------------------------------------|-------------------|------------------|------------------|------------------|
| Variety of steak cuts | 3.45 | 4.01 | 1.00 | 2.38 |
| Dining atmosphere and décor | 4.08 | 4.48 | 1.00 | 3.45 |
| Wine or cocktail list | 3.28 | 3.76 | 2.15 | 2.29 |
| Overall menu variety | 3.99 | 4.18 | 1.00 | 3.82 |
| Quality of service | 4.65 | 4.84 | 1.00 | 4.55 |
| Price | 3.89 | 3.96 | 2.45 | 3.86 |

Looking at preferences again...



RECOMMENDATIONS

Segmentation

Developing Targeted Strategies for segments:

- **Segment 1:** Focus on exclusivity and luxury
- **Segment 2:** Expansion of wine and cocktail options with premium drinks and hosting events
- **Segment 3:** Providing High quality steaks and reliable services.

Sentiment Analysis

• Enhance Positive Experiences

- Highlight "excellent" service and quality, and leverage celebrations

• Address Negative Feedback

- Manage noise levels (sound absorbing panels)
- Consistency in service (monitor the speed)
- Recovery options (discounts/complimentary items)

• Continuous Improvement

Perceptual Maps

• Improve Quality of Service

- Better training of staff

• Broaden Menu Offerings

• Variety of Steak cuts

• Emphasise on their excellent decor



Conclusion

- Fleming's Tampa flagship excels in food quality and special occasions but needs to address noise and service issues.
- Positive feedback supports marketing efforts; operational improvements can enhance satisfaction.
- Insights guide expansion and competitive strategy.
- Data-driven approach ensures long-term success.





**THANK YOU
SO MUCH!**

Result

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