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<div align="center">User Research</div>

Design Problem: With restaurants trying to return to normalcy after the COVID-19 pandemic and dealing with issues such as being understaffed, or workers being unmotivated for their shifts, it is important for employees to feel appreciated for what they are doing at work. More importantly, there should be a way for customers to be able to express their gratitude to these service workers on a daily basis, which can help increase staff productivity and positive attitudes.

Defining our Users:
The specific groups of users for our project are restaurant workers and people who go out to eat regularly. The direct users are people who eat at an establishment and wish to show gratitude to the staff who works at the place they ate at. We focused on people who live in Harrisonburg VA. We also are focusing on indirect users, people who are affected by our app. We conducted interviews with waitresses and waiters in the Harrisonburg area.

The Interview Process:
We want to interview workers at particular restaurants that use tablets as well as conduct the interview on-site at these restaurants. One restaurant we used was Chili's because their establishment already uses tablets to perform daily duties and therefore we asked them questions about how it works currently and their thoughts on it's use for means of gratitude.

We also conducted interviews with restaurant workers whose establishments do not use technology as part of their daily routine (ipads for payment, ordering, etc.). This helped us look at the potential strengths and weaknesses of the lack of technology being used to communicate among staff members and customers. This also helped us answer the question of "why would this system be beneficial- get firsthand feedback and reviews?"

To recruit users in the 'frequent restaurant goers' category we looked towards the self-proclaimed "foodies" in our lives such as friends who run food instagram accounts reviewing their meals at restaurants for example, as well as people who frequently eat out at restaurants (at least once a week). We chose this group of people to interview because as frequent restaurant goers they have experience dealing with the restaurant employees and may potentially wish to be able to express more gratitude to those workers.

Extreme users in this category are those who go out to eat more than once a week [as they would be in the position to express gratitude to restaurant workers more often], as well as people who run food instagrams where they review restaurants [because they are essentially already using technology to accomplish goals similar to that of our design project].

We conducted in person interviews for all of our interviews. We did voice recordings and hand written notes.

Questions we asked during the interview to an <u>employee</u>:

> 1. How often do you receive a compliment from a customer?
> 2. What helps improve your mood at work?

3. How do you currently go about keeping a positive attitude during your shift?
4. What is the biggest pain point dealing with customers?
5. Manager only: Is there anything you do or say that improves your wait staff's overall mood during their shift?
6. Do customers ever influence your performance? If so, how?
7. What is your opinion on the use of technology, such as tablets being used as part of daily tasks at your establishment? What do you think the benefits are?
8. What are some of the apps and websites you use during your work day?
9. What is appealing about a potential app that allows customers to leave nice comments about workers, if anything?
10. If an app like this was created what features would you want/ expect it to include?
    a. How would the use of such an app make you feel?

Questions we asked during the Interview of frequent <u>customers</u>:

1. How often are you satisfied with the service at _____?
2. What is the hardest thing about showing gratitude towards the staff at restaurants you go to?
3. What are you currently doing to show appreciation towards service workers at restaurants you go to?
4. What do you like about the use of tablets at restaurants? What do you dislike about them?
5. How often do you interact with the tablet on your table, if there is one present?
6. Would you see yourself using an app that allows you to show extra appreciation towards employees at a restaurant?
7. Does an app that would allow you to leave generous comments about the workers appeal to you?

Interview findings:

The interview findings for the workers (indirect users) were fairly similar. We first looked at the positives and negatives that were similar in all interviews. All workers agreed that their coworkers play a big role in boosting their morale at work. They rely on being able to vent or goof around with someone in the same situation as them. Being able to talk to their coworkers about a tough customer helps them not lose it on the customer. All workers also pointed out that if a customer was especially rude, their performance would change whether it was intentional or not. One worker described it as "There have been a few occasions where a customer was so rude to me that I end up getting upset and overthinking my performance as a whole." All of the interviews also concluded that the workers would find an app that allowed customers to leave nice comments very appealing. All workers said that it would help motivate them, and make them feel more appreciated.

Some things that differed among the workers were more things that were specific to their restaurant or them individually. One instance would be that three out of four workers said they get at least one compliment from their customers every shift. While the other said they received at least one every other shift. Two workers also mentioned how they get easily frustrated when customers do not understand the effect the COVID-19 pandemic had on restaurants. A lot of places are understaffed, and are doing their best.

Overall, what stood out the most to us during these interviews was how the workers kept themselves in a good mood during work. Relying heavily on their co-workers to keep them motivated. We wondered how much it would help if customers also were able to keep them motivated. One employee mentioned her opinion on being able to receive messages from customers "[if] I was having a bad day it would be nice to read a nice comment about my performance. I think it would help to just feel like you did a good job". She also mentioned that this product could backlash "If I didn't get any nice message, I would probably feel bad about myself, and it would most likely make my work performance a little weaker. I would kind of think ``well it doesn't matter if I am super nice or not cause the customer isn't paying attention anyway".

The interviews conducted for customers had many similarities with the participants' answers. Most participants show their appreciation and gratitude toward servers by giving them a nice tip. Others said they have written a nice note on the check as well. Most participants also indicated they would use an app that would allow customers to show their gratitude towards their server when at a restaurant. Participants use the tablets on tables multiple times when at the restaurant. Participants also like the aspect of being able to show appreciation to other employees of the restaurant that contributed to their experience. Most participants had very similar experiences with their restaurants where they are usually satisfied and feel that they would want their servers, cooks, and even hosts to feel the appreciation they have for the whole experience they had at the restaurant they attended.

2 User Journey Maps:

- ## Customer Journey Map (primary)

Customer Journey Map: Marnie (Primary persona)			
SCENARIO: Marnie is a frequent goer of restaurants. It is Friday night, and her and some friends decide that they are going to go eat at Chili's for dinner. Marnie hopes that her and her friends will have a good experience and will have the opportunity to show gratitude towards their server that is more than just a larger tip, when finished eating their meals.		**GOALS & EXPECTATIONS:** Marnie hopes that they are able to attend the restaurant and receive a happy and attentive staff member. If they are to use a tablet for ordering their meals, they hope that directions are explained by the waiter/waitress. Also that post-meal they are able to leave feedback or notes as well as gratuity. They hope they can express their gratitude using the available devices.	
Phase of Journey:	Going to restaurant:	Ordering food through tablet/service worker:	Leaving gratitude and or feedback on device:
Actions • What does the customer do? • What do they see? • Interactions?	• Marnie finds a restaurant that she likes, since she goes out to eat at restaurants often. • When her and her friends enter the restaurant they see that the staff members are using tablets.	• Marnie and her friends are greeted and sat at a table, while they are observing the menu the waitress named Lola explains to them how the tablets work. • Lola tells them that they are able to order the food through her and she puts the information into the tablet, so that when they are finished they can pay at the table. • Lola also mentions that if someone wants to leave a feedback comment or give a thank you, then there will be a section for that on the tablet at the end after the service. • Lola reads the orders back to them, makes a few friendly remarks, and leaves to attend to other customers. • Marnie and her friends enjoy talking to Lola and wait patiently for their food.	• After Marnie and her friends have finished eating, they want to pay for their meals, leave a tip, and give feedback to their server using the tablet. • Lola uses the tablet to swipe the customers card and charge them. After doing so, she leaves the tablet at the table and leaves to attend other customers. • Marnie and her friends use the tablet on the table to write a message for Lola, their server.
Thoughts: • What part of the service do they interact with? • They are interacting with their server, and the technology.	• One of Marnie's friends sees the worker using a tablet and says, "I feel the use of tablets makes it easier for the service workers at restaurants and the customers. It allows for them to not have to come over to their assigned tables as often which can result in faster service for the customers. But I'm not going to be on it the whole dinner while we are together." • When entering the restaurant they notice the tablets being used, and are curious about how to use them.	• When Marnie and her friends hear that they are able to order the food through her and pay with the tablet, they are feeling cheerful and hungry. • They discuss amongst themselves about how they enjoy the readiness of their server, and the transparency of the tablet when ordering. • Marnie says to her friends at the table, "I think that the tablet feedback would be a great way to show that you really liked your server. I know how difficult some customers can be, I work in retail so I always try to be an easy polite customer for them. And I would think it would be a quick easy way to make their work day better by leaving a nice note."	• Marnie and her friends are talking about how they enjoyed the food and service. She mentions to her friends, "Some places have QR codes, but I don't like using them because I feel they take away from the experience whereas the tablet can add to the experience in a different and cool way. I feel that leaving feedback on the tablet does make an impact on the workers moods and work ethic." • They all collectively construct a short thank you note to Lola on the tablet and leave the tablet on the table. • Marnie and her friends enjoyed leaving the note for their server because they felt that it demonstrated their gratitude in a different and interactive way.

Opportunities to Improve: • In what ways could this experience be better? • What were some of the strengths and weaknesses of using the tablets?	• When initially entering into the restaurant, there was no sign showing that there were tablets being used in the restaurant and what they would be used for. • Is there an option for customers who do not wish to use the tablets during their service?	• When Marnie and her friends use the tablet for ordering their food, the waitress put the food into the tablet for them. This could be improved upon because they needed explanation of how to use the tablet. • Marnie mentions to her friends that, "I like that you are able to leave nice comments and present feedback to the workers so that they are uplifted and can be congratulated for that. But there isn't much I don't like about the tablets, but I guess that I don't like the screen time- we already have so many screens. But that would be the only thing. Maybe space on the table, but the service worker could take the tablet just like they were taking a menu."	• It would be important to improve upon explanation from the server about how to use the device to leave a feedback note/comment. • This system works well for young people, but could be challenging for older folks, so perhaps making it easy and accessible is needed. • A large part of how well this system works comes from the training and skills used by staff members using the device. It is important that they are explaining the system thoroughly to the customers.
Emotional Experience: • What kinds of emotions were they feeling and experiencing?	• Marnie and her friends are feeling excited and hungry. They are anticipating that the service might be a bit slow. They are hoping that the tablets will make their experience efficient and easy.	• Marnie and her friends are feeling relieved that they were able to see their food orders being put into the tablet by the server. They wait patiently for their meals to arrive. While reflecting on using the tablets, their emotions were that the explanation given to them from the server was helpful and informative. • They were able to see their meal orders on the tablet, so it was easy for them to know that they were going to get the correct thing that they ordered.	• Marnie and her friends enjoyed the service at the restaurant and want to give thanks through the tablet. • The group had to work together to figure out how to use the tablet and leave a comment for their server. They were able to complete the task, but were thinking that they would be a bit concerned for someone who was older or alone to have been able to figure out how to use the tablet. • They enjoyed using technology in this way because it was transparent and accessible in function. They were able to leave feedback in a way that they felt was less awkward, and more of a friendly gesture by using the tablet instead of just telling her.

● **Worker Journey Map (secondary)**

Employee Journey Map: Julie (Secondary persona)

SCENARIO:
Julie works as a waitress at a popular restaurant downtown where she uses technology in her day-to-day tasks on the job. Customers are able to make reservations, place orders, and pay for orders through the technology where she works. It is a busy Friday night, and Julie is wondering if she is going to be dealing with rude customers who won't tip her, or if she is going to have a good night at work where she leaves feeling appreciated as a server.

GOALS & EXPECTATIONS:
Julie expects to remain quite busy during the night, having to deal with a lot of tables. She hopes to be able to feel motivated during her shift when potentially interacting with difficult customers. In addition she wants to be able to have a positive night at work, hopefully receiving gratitude, feedback, and tips from customers.

Phase of Journey:	Arriving at work/ beginning tasks:	Serving a table of customers:	Receiving gratitude and/or feedback:
Actions • What does the employee do? • What do they see? • Who are they interacting with right now?	• Julie gets to work at her usual time of 6pm and clocks into work on her tablet. • She notices her other coworkers dealing with tables of customers who are already there, as well as the coworker she is relieving. • She checks the tablet to view reservations for the night, and waits for her first table to be sat.	• Considering it is a Friday night, Julie has a lot of tables as she expected. The first table of customers she deals with primarily uses their tablet to order food and drinks, so she does not interact with them very much. • She is being bombarded by orders from tables so she keeps having to run back and forth to the kitchen to accommodate different customers needs. • Some of her tables consist of college students while a few are families with children. • The hostess continues to seat tables although Julie and the rest of the staff are have a lot of tables each. Julie asks her manager if the hostess could start telling people there is a wait time.	• Some tables notice that Julie is working really hard and frequently say "thank you" or "no rush" when speaking to her. • She notices on her tablet that some customers leave her a nice tip, while others failed to tip at all. • Her coworker shows her a nice message a customer left him on a receipt. • At the end of the night, Julie's manager shows the staff a negative Yelp! review that was posted about their restaurant online.

Thoughts:
- What kind of customers do they interact with?
- What is affecting their attitude or motivation?
- What role is the use of technology playing?

- At this point Julie isn't dealing with many customers yet but she makes note that she enjoys when she is working with her friends at work. Also stating "It's nice when my coworkers and I all help each other out, it makes our jobs go smoother."

- "Cracking jokes and laughing with my coworkers helps me get through a tough shift"

- Overall Julie thinks that the use of tablets are helpful when it comes to her customers doing things such as paying the check, and she appreciates being able to check/ manage reservations on an app. She gets frustrated when the system is being faulty.

- Some of the customers Julie is dealing with seem very nice and accommodating towards her being bombarded with tables, while other tables are being rude and overwhelming. When dealing with those tables she says "I try to just remind myself that some people are not as kind as others in this world, and that I kind of just have to keep my mouth shut and get through working with the table."

- Considering she is dealing with a lot of tables Julie is keeping very busy at work, which makes her shift feel like it is going faster, and she is being motivated by the potential of having a lot of tips by the end of the night.

- "I use a tablet when I am serving. I would say it is very beneficial because I am able to send food and drink orders as I am at the table, which helps me to not forget to place the order after leaving the table. I think a downside to using a tablet is that I'm not able to interact with the customers as much as when I was taking the order because I have to focus on making sure that I did not make any mistakes while entering the order into the computer."

- Julie appreciates when customers leave her a large tip, and gets annoyed when a table leaves a tip that she does not think reflects the quality of service she gave them.

- "I think there are tables I will pay more attention to. I hate to admit it but if it's a family or an older adult I sort of know I will get a bigger tip than if it was a group of teenagers."

- Julie states that she receives a compliment almost every day at work such as "a lot of thank yous and positive responses if I ask them how their food is" but still likes that Yelp! allows her to see written feedback [although this one is negative].

Opportunities to Improve:
- In what ways could this experience be better?
- What were some of the strengths and weaknesses of using the tablets?

- Other than working with friends on shift, there is no initial motivation for workers when arriving to their shift.

- The tablets allow for ease while performing necessary restaurant tasks but do not play much of a role with gratitude [the way they are currently being used].

- "I think it would be really nice for workers to be able to go on an app and see nice comments that were left about them. I think it would improve their performance knowing that there are customers out there that really appreciate the work that restaurant workers do."

- The use of tablets are more beneficial for some tasks than others. Customers should be encouraged to use the tablets to make reservations, pay/ leave a tip [unless a cash tip is paid], and leave comments of gratitude for employees, but the employees should still be able to interact with their customers by directly taking their orders and accommodating their other needs.

- "Currently you can leave messages about the servers on the tablets however they just get emailed to the manager who picks the best ones to post in the kitchen, and most people do not know about the feature."

- It would be beneficial if the feature- or inclusion of a new app aimed towards leaving comments to your server was better advertised. Additionally all of the staff members should have access to these comments/ all should be posted.

- "I think I'd want a feature where I kind of had my own profile. Where I could like click on my name and look at all the comments I received. But also something that filters out the negative comments."

Emotional Experience:
- What kinds of emotions were they feeling and experiencing?

- Julie is feeling positive going into her shift knowing she is working with her friend

- She feels a little overwhelmed knowing she is going to be dealing with a lot of customers today, but she is ultimately looking forward to making tips.

- Julie feels frustrated at certain points when dealing with rude customers but enjoys ranting to coworkers to blow off steam towards those people.

- She is a little annoyed with putting complicated orders into the tablet, but appreciates that it is helping her take drink orders faster.

- She also appreciates the accommodating customers that are being understanding if the wait time for food is slow and feels as if she is going to receive good tips from most of her tables.

- Julie overall felt pretty satisfied with her night at work, feeling as if she made what she deserved in tips and only having to deal with a handful of obnoxious customers.

- She wishes she got left a nice note like her coworker did of her customers showing her their gratitude.

- Although she is annoyed by the negative comment left on Yelp! she doesn't let her affect her attitude and rather she focuses on the nice customers she had at work and the tip money she got.

Personas:

Marnie
Primary Persona

Friendly, Outgoing, Hardworking

Info

Student
Year: Junior
Major: Hospitality
Age: 21

"My favorite thing to do is eat out, I enjoy trying new things and meeting new people!"

ALL ABOUT MARNIE

Marnie is a 21 year old, female, African American college student at James Madison University. She grew up 20 minutes outside of Richmond. Marnie lives off campus in The Harrison with 3 of her close friends.

Marnie is studying as a hospitality major and is currently working as a Chick-fil-a employee on campus for one of her courses. She enjoys working with others and eventually wants to go into the Food Service Industry and become a Food Service Manager. She is driven to succeed in her school work while also staying close with her friends and other activities.

Some of Marnie's frustrations include trying to save money while still going out with her friends and trying to pay for her education. While trying to save when she goes out to eat and enjoys her server she wishes there was another way to show her appreciation to the server other than leaving a very generous tip. She also struggles with time management and making sure she is on top of her school work while also making time for social outings.

Julie
Secondary Persona

Driven, Caring, Creative

Info

Student
Year: Junior
Major: Marketing
Age: 20

"Working in a college town has its perks, but also a lot of downsides. One being feeling that you are unappreciated"

ALL ABOUT JULIE

Julie is 20 years old caucasian female and from Richmond Virginia. She is a junior at James Madison University. She works part time at Capital Ale House in downtown Harrisonburg. She often works weekends but sometimes has shifts after a long day of school. Julie pays for her own tuition, she relies mainly on the tips she gets while serving at Capital Ale. She is very outgoing and friendly and tries to implement that part of her personality into her work.

Julie plans to graduate in spring 2022, a year early. She relies on her money from waitressing to help pay for her college. She hopes to move to New York City and work in marketing.

She gets easily frustrated when a group of college students come in and are rude or don't tip. Julie needs to feel motivated at work to keep up a friendly face to challenging customers. Julie is very proficient with technology. She uses a tablet to take orders from customers. Julie uses technology everyday at work. And also uses technology quite often outside of work. She likes using technology in her everyday life, she finds it makes things a lot easier for her.

2 Storyboards:


Primary Storyboards: Customer
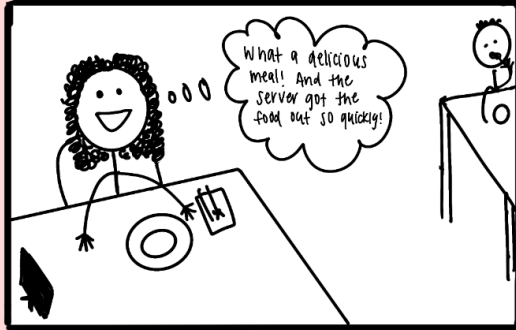
Marnie had great service at her favorite restaurant, but her waitress was so busy waiting on other tables since they are short staffed due to the hard times of the pandemic.
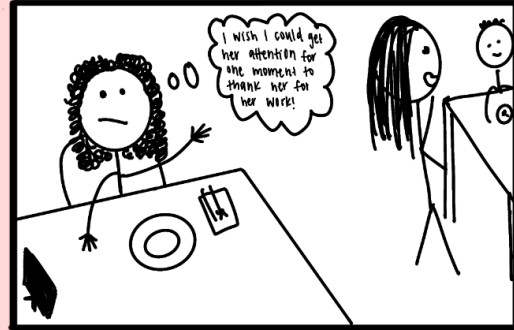
She wants to thank her for all of her hard work and upbeat personality despite the difficult situation, but because the waitress is so busy, Marnie can't get a hold of her to talk with her.

Marnie wanted a way to leave a nice compliment to go directly to her waitress, rather than just writing a review on the internet that she most likely will never get to see.
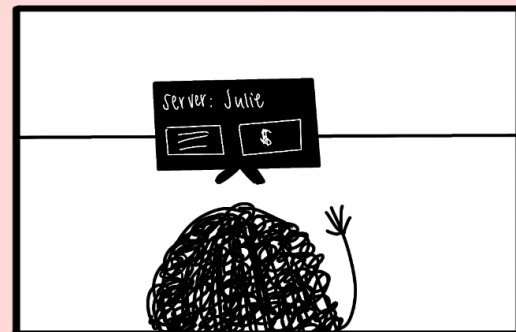
Luckily, the restaurant just implemented new tablets to boost employee satisfaction and productivity. Marnie is able to see her table's server and give her feedback through the new application.
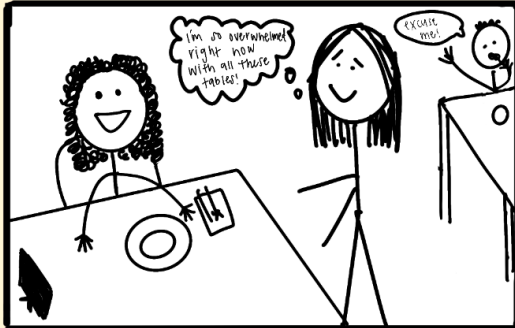
When using the tabletop tablet, Marnie can send her waitress a nice message and even leave an extra tip right from the screen.
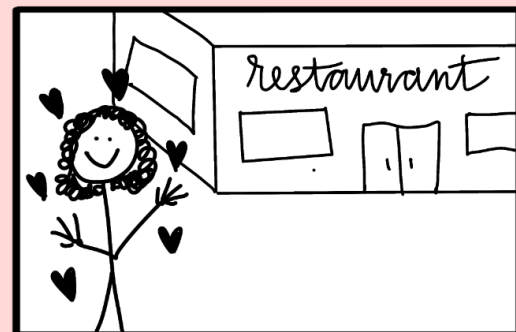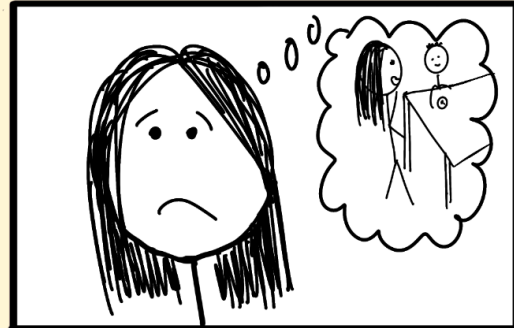
After leaving the sweet message, Marnie left the restaurant feeling very good about herself and her experience, and hopes that her server can feel extra appreciated for the hard work.

Secondary Storyboards: Worker

Julie loves her job as a waitress, but it can be very overwhelming when her restaurant is short staffed and she is running from table to table.

Usually, she likes to chat with all of her customers, but since the pandemic, she hasnt been able to be as personable with the people shes serves at her restaurant.

Thanks to the new tabletop tablets, the people at the tables she waits on can leave her nice messages and extra tips that she can read at the end of her shift when she finally has a bit of free time.

Once she is on her break, she can read all the messages that were left for her as they pop up on the screen in the back of the restaurant for all the employees to see.

After seeing her great reviews from customers, Julie goes back to work feeling more appreciated than before and strives to work even harder.
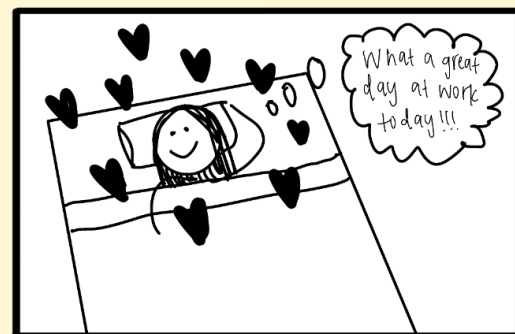
When Julie goes home, she feels satisfied from a great day at work and goes to bed happy knowing that her customers appreciated her.

Design requirements:

Data Requirements:

- This product should allow users to leave positive comments to service industry workers.
- This product should allow users to express gratuity towards workers.
- This product should allow indirect users to feel appreciated.
- This product should only be used for positive comments.

Functional Requirements:

- The product should have a simple interface that allows users to leave a note quickly and efficiently.
- The product needs to be easy to use, customers are not going to waste their time trying to figure out a complicated/ confusing app.
- The product needs to filter out negative comments.
- The product should allow indirect users to read the comments the users leave for them.
- Keep a log of all comments the worker has received.

Contextual Requirements:

- Users should be opening our product to leave positive comments that will show gratitude to the workers at the establishment they are eating at.
- The value of our product is to uplift the mood, and show workers they are appreciated.
- Our product needs to be able to only show positive comments, photos, etc. that will make workers feel appreciated for their work.

Technical Requirements:

- Our product must be able to be downloaded on the tablet that restaurants use.
- Our product needs to meet the dimensions and compatibility of restaurant tablets.
- Our product

User Requirements:

- The product should not require users to make an account.
- The product should allow users to leave an anonymous note or a note with their name.

Field Notes of interviews:

Customer Interviews

Interview Customer #1: Allie
Q1: How often are you satisfied with the service at _____?

Most part, pretty satisfied, around a 7 out of 10 for satisfied.

Q2: What is the hardest thing about showing gratitude towards the staff at restaurants you go to?

Other than giving a generous tip and kind words, it's hard to show them how you feel and how grateful for the experience.

Q3: What are you currently doing to show appreciation towards service workers at restaurants you go to?

Usually a generous tip and a nice tip or just thanking them for their service.

Q4: What do you like about the use of tablets at restaurants? What do you dislike about them?

One reason to like them, you can do something while waiting for food, you can have something to do if alone, never an instance didn't like tablets, if anything added opportunity to interact at restaurants.

Q5: How often do you interact with the tablet on your table, if there is one present?

65% of the time I interact with the tablet.

Q6: Would you see yourself using an app that allows you to show extra appreciation towards employees at a restaurant?

I would because employees do not receive as much recognition for their work and time and effort.

Q7: Have you ever seen the tablet at a restaurant give you the option to leave your server a note or a rating?

Other than a tip I do not think so

Interview Customer #2: Lexy

- Lexy frequently adds content to her popular and trendy food-review account on instagram. She is a frequent restaurant goer and enjoys posting content onto her account.

Q1. How often are you eating out at restaurants?

Currently, 3-4 times a week, but not necessarily posting about it all the time on my account.

Q2. What is the hardest thing about showing gratitude towards the staff at restaurants you go to?

You don't want to be mean, but you have to be honest. In my posts I will mention when the food is amazing, but also when the service could be better or if it took a long time, but it's good to congratulate them. I like to rate people on Yelp, it is a good place to express my opinions if not my instagram.

Q3. What are you currently doing to show appreciation towards service workers at restaurants you go to?

I will post about them, on my instagram, using specific language. Like "Bussing" means that it's really good. I go out there and say as much as I can. Not to bash anyone, but usually to appreciate the food.

Q4. Would you see yourself using an app that allows you to show extra appreciation towards employees at a restaurant?

Yes, I would because I feel like because I was a server this summer and anytime anyone would leave a good tip or comment and give feedback, it boosted my confidence and made me work better. And I think that just by receiving feedback, it can create a good work environment. Leaving a feedback comment is a verbal tip, so yes I think it would be appreciated. Even a small thank you is nice, I always appreciated that. So yes, I would use an app that allows you to show appreciation or give feedback.

Q5. Have you ever seen the tablet at a restaurant give you the option to leave your server a note or a rating? If so, do you feel it makes an impact?

Yes, Red Robin, Applebees, Olive Garden. And yes I enjoy the tablets, because they kind of give me a way to give feedback and look at the menu. Some places have QR codes, but I don't like using them because I feel they take away from the experience whereas the tablet can add to the experience in a different and cool way. I feel that leaving feedback on the tablet does make an impact on the workers moods and work ethic.

Q6. What do you like about the use of tablets at restaurants? What do you dislike about them?

I like that you are able to leave nice comments and present feedback to the workers so that they are uplifted and can be congratulated for that. But there isn't much I don't like about the ipads, but I guess that I don't like the screen time- we already have so many screens. But that would be the only thing. Maybe space on the table, but the service worker could take the tablet just like they were taking a menu.

Q7. How often do you think that you would interact with the tablet if it was on the table?

Besides ordering food on the tablet, and paying and leaving feedback probably only one time in between those times.

Q8. Question specifically to her: Do you see yourself using your own food instagram for reviewing or giving feedback to a restaurant, or to do so through an app that was for the restaurant itself?

Both, because on the tablet I would leave a review, but on my account I would leave a more honest review because if I didn't enjoy the service then I wouldn't want to hurt anyone's feelings in the restaurant. If I'm leaving a comment at a restaurant if they did a terrible job then I wouldn't necessarily bash them though and I would maybe feel more comfortable doing it on my instagram.

Interview Customer #3: Anna

Q1:How often are you satisfied with the service at _____?
I am usually very satisfied. One thing that I noticed from being from New York is that they move at a lot slower pace here. I am used to fast service so sometimes I can get aggravated when having to wait.
Q2:What is the hardest thing about showing gratitude towards the

staff at restaurants you go to?
I don't usually know how to show my appreciation other than saying thank you and leaving a tip. Also, sometimes if I am at a fast food place, tips are not really an option like at Panera or somewhere like that.
Q3:What are you currently doing to show appreciation towards

service workers at restaurants you go to?
Leaving tips.
> **Follow up question:** What do you do if there is not a tip option as you said before, like if you were at Panera?
> I usually am just very polite and say thank you, but I guess it is harder to show appreciation at a place like that.

Q4:What do you like about the use of tablets at restaurants? What

do you dislike about them?
I don't really interact with the tablet unless I pay the bill on them. I know that some of them have games you can buy on them to play and I think it's sort of just a way to trick people into spending more money. I also like talking to the people I am out to dinner with, so I think going on a tablet is sort of distracting and not polite if you are with other people.

Q5:How often do you interact with the tablet on your table, if

 there is one present?
Never usually until I have to pay.
Q6:Would you see yourself using an app that allows you to show

extra appreciation towards employees at a restaurant?

I definitely see myself using an app like that. I think that it would be a great way to show that you really liked your server. I know how difficult some customers can be, I work in retail so I always try to be an easy polite customer for them. And I would think it would be a quick easy way to make their work day better

Q7: Does an app that would allow you to leave generous comments

about the workers appeal to you?
It would be something that I would use, if it was easy and quick.

Interview Customer #4: Megan

[Before beginning the interview I asked Megan how often per week she went out to eat at a sit down restaurant. She responded saying she went out to eat **around twice a week**. I then asked which restaurant she attended **most often**, for purposes of this interview, to which she responded *Magnolia's*, a tex-mex style restaurant in downtown Harrisonburg.]

1. **How often are you satisfied with the service at _____?**
   a. "Most of the time; the food is good but with minimal options; also takes forever to be seated as well as receiving service."

2. **What is the hardest thing about showing gratitude towards the staff at restaurants you go to?**
   a. "I honestly don't have a hard time showing gratitude towards my server at a restaurant, but sometimes it would be nice to be able to show appreciation towards staff members I do not directly interact with such as the busboys or kitchen staff, like the chef. I have experienced being a part of staff within restaurants, I specifically tend to tip hostess in addition to the server (always at least 18%). I also always say thank you and show my appreciation for the service."

3. **What are you currently doing to show appreciation towards service workers at restaurants you go to?**
   a. "I treat all service workers with respect and understanding. At Magnolias I am understanding and patient because I know the set up of the restaurant is difficult for employees to get around and the multiple staircases that they have to go up and down constantly. Additionally, I always tip servers well even if the service and food is average."

4. **What do you like about the use of tablets at restaurants? What do you dislike about them?**
   a. "I feel the use of tablets makes it easier for the service workers at restaurants and the customers. It allows for them to not have to come over to their assigned tables

as often which can result in faster service for the customers. The only dislike I have is the idea of touching a tablet that numerous other people have touched, especially now with Covid-19. However, I think magnolias would benefit from using tablets because of the difficulty and timeliness in being able to go throughout the restaurant easier."

5. **How often do you interact with the tablet on your table, if there is one present?**
   a. "When there is a tablet on the table I tend to play with it and roam around the different options. I tend to forget about the tablet when it's there after I order though."

6. **Would you see yourself using an app that allows you to show extra appreciation towards employees at a restaurant?**
   a. "Yes, I think a virtual app would be very useful in giving service members the recognition they deserve. I think compliments and satisfactory comments that are given to workers tend to get lost, especially in a restaurant setting, because of the chaos that tends to occur. This can also be an easy way that supervisors, managers, and owners can monitor their employees' customer etiquette and potential trends of the employees/ customer comments."

7. **Does an app that would allow you to leave generous comments about the workers appeal to you?**
   a. "Yes, I would definitely use this app in order to leave generous comments. Sometimes it is slightly awkward or just doesn't work out to compliment a server in person in my experience, so this would be something that I probably would use / comment on my way out of the restaurant. I think it could be cool to earn points or maybe a sort of discount at restaurants after leaving "X" amount of comments. This could make people more inclined to use the app and also could give points towards servers (but only servers could see it) to prevent any exaggerated comments just because a customer before may have rated a restaurant or service worker poorly. Also anonymity on the app."

Interview Customer #5: Ellie

1. **How often are you satisfied with the service at _____?**
   a. I am usually pretty satisfied if they are quick enough.
2. **What is the hardest thing about showing gratitude towards the staff at restaurants you go to?**

a. I hate when I tell the workers "thank you" or "have a nice day" and they dont reply back. It is hard when they dont reciprocate the kindness I give.

3. **What are you currently doing to show appreciation towards service workers at restaurants you go to?**
   a. I like to give good tips, at least 20%, to workers if it is a sit down restaurant. I try to be respectful and say thank you for everything they do.

4. **What do you like about the use of tablets at restaurants? What do you dislike about them?**
   a. I like how efficient they make things at restaurants that I have been to that have them. I dislike the fact that sometimes the tip page will pop up with the worker standing over me because it makes me feel pressured to tip extra well.

5. **How often do you interact with the tablet on your table, if there is one present?**
   a. I usually only use it when I need to pay.

6. **Would you see yourself using an app that allows you to show extra appreciation towards employees at a restaurant?**
   a. Honestly, no I dont think I would use an app like that, unless it is a rare instance where the service is above and beyond amazing.

7. **Does an app that would allow you to leave generous comments about the workers appeal to you?**
   a. Not necessarily, because I tend to give the compliments and comments in person and would not think to do it after I leave a restaurant.

Employee Interviews

Interview-Employee #1: Nicole (Olive Garden)

1. **How often do you receive a compliment from a customer?**

   Every shift

2. **What helps improve your mood at work?**

   Really nice and appreciative customers and people in a good mood and also my co-workers having a good time with them.

3. **How do you currently go about keeping a positive attitude during your shift?**

   Knowing that I will get money, that all my coworkers are doing the same thing and everyone goes through the same thing.

4. **What is the biggest pain point dealing with customers?**

   Asking if they need anything and they say no, and then constantly needing something after the fact of asking, consistent need of assistance.

5. **Do customers ever influence your performance? If so, how?**

Yes particularly when I can tell if they are annoyed, with timing, the food, slow service, knowing if they are upset, makes me more stressed out and makes me feel people watching me, second guessing

6. **What is your opinion on the use of technology, such as tablets being used as part of daily tasks at your establishment?**

   Helpful. Tablets can order different things, helpful when they order there, easier to keep track of orders, payment is done on the tablet, but they can pay with the server, older people don't want to use the tablet.

   What do you think the benefits are?

   Time efficiency, accuracy, takes stress off of the server

7. **What are some of the apps and websites you use during your work day?**

   Krowd app- scheduling app

   ICS- tablets that's the system for ordres

8. **What is appealing about a potential app that allows customers to leave nice comments about workers, if anything?**

   Better if they had a rating system for server, comment section unlimited characters, there is a max character.

9. **If an app like this was created what features would you want/ expect it to include?**

   -List of employee on the tablet , each tablet geared to that server for their tables

   -Rate with numbers

   -Constructive feedback- checklist efficiency, accuracy etc.

10. **How would the use of such an app make you feel?**

    It would make me more confident as a server. It would help me brush off bad comments more because of the positive comments I would be getting. Also, I'd be more excited to go back to work, I would have more positive than negative experiences

Interview Employee #2: Sam (Sushi Bar)
Q1:How often do you receive a compliment from a customer?
   I usually receive a lot of thank yous and positive responses if I ask them how their food is. But I rarely get a compliment if I don't engage in the conversation. But overall, I have very friendly customers.
Q2:What helps improve your mood at work?

What usually helps me get through a workday if I am in a bad mood is talking to my co-workers, or venting to them if I have a tough table. But mainly just cracking jokes and laughing with them helps me get through a tough shift.

Q3:How do you currently go about keeping a positive attitude during your shift?

Just knowing I am making money, and the better my attitude is the nicer I am to customers which will get me a bigger tip. If I went up to a table and had a cranky attitude, I wouldn't receive a good tip. And I make my money based off tips.

Q4:What is the biggest pain point dealing with customers?

Defiantly when they don't really look at us as real people. I think a lot of times people go out to eat cause they don't feel like doing the cooking and cleaning. Which is fine, but they tend to forget that these are real people waiting on you, so it isn't okay to have nasty comments or be really inpatient. Especially during the pandemic where my restaurant is understaffed, and I know a lot of places are. I think they do not realize we are all trying our best and sometimes patience can go a long way.

> **Follow up question: How do you deal with that or if you see a coworker dealing with a really tough table, is there anything you say or do to try and make them feel better?**
>
> I try to just remind myself that some people are not as kind as others in this world, and that I kind of just have to keep my mouth shut and get through working with the table. And I defiantly always tell my co-workers to just ignore the comments and let them vent to me to get it off their chest if they are dealing with a rude table.

Q6:Do customers ever influence your performance? If so, how?

Yes. I think there are tables I will pay more attention to. I hate to admit it but if it's a family or an older adult I sort of know I will get a bigger tip than if it was a group of teenagers. I also have different talking points to relate to the customers depending on their age.

Q7:What is your opinion on the use of technology, such as
tablets being used as
part of daily tasks at your establishment? What do you think the benefits are?

I use a tablet to take orders. I worked there a year before they become a thing there, and at first there were a lot of problems with them. They would break or just freeze up. But after working through all the kinks it is a really efficient way to take orders and it also makes splitting checks a lot easier. Which is helpful especially in a college town.

Q8:What is appealing about a potential app that allows customers
to leave nice comments about workers, if anything?

I think that would be a really good idea. Especially if I was having a bad day it would be nice to read a nice comment about my performance. I think it would help to just feel like you did do a good job. I know with me I often second guess myself, like if I said something more cheerful or smiled less or more if I would've gotten a bigger tip or the customer would have been nicer to me.

Q9:If an app like this was
created what features would you want/ expect it to include?

I think I'd want a feature where I kind of had my own profile. Where I could like click on my name and look at all the comments I received. I defiantly wouldn't want the comments to delete either. I think it would be nice if I could go back and read a really nice message someone left me from a week ago.

Follow up question: How would the use of such does an app make you feel?

It would make me feel really good. But also, if I didn't get any nice message, I would probably feel bad about myself, and it would most likely make my work performance a little weaker. I would kind of think well it doesn't matter if I am super nice or not cause the customer isn't paying attention anyway.

Interview Employee #3- Emma (Bella Luna)

1. **How often do you receive a compliment from a customer?**

   "I would say at least once every shift that I am working. A compliment I receive often is that I have a nice smile because I am constantly trying to look happy while I'm serving customers."

2. **What helps improve your mood at work?**

   "When my coworkers and I all help each other out, which makes our jobs go smoother. Also I will stay in a good mood if all of my customers are polite and understanding."

3. **How do you currently go about keeping a positive attitude during your shift?**

   "I try to remind myself that some people are not nice, and that is something I have to accept, especially when I am serving customers that might be rude. If I can keep reminding myself of this, it helps me to not get frustrated when customers are not treating me well."

4. **What is the biggest pain point dealing with customers?**

   "When customers are not understanding, especially during COVID times. Since COVID started, I have worked in 4 different restaurants and all of them have been understaffed. It can be extremely painful and frustrating when customers do not understand that the service may be slower due to understaffing of servers, bus boys, food runners, and kitchen staff."

5. **Do customers ever influence your performance? If so, how?**

   "Yes. There have been a few occasions where a customer was so rude to me that I end up getting upset and overthinking my performance as a whole. If I am overthinking, my performance may not be up to the best of my ability."

6. **What is your opinion on the use of technology, such as tablets being used as part of daily tasks at your establishment? What do you think the benefits are?**

"This past summer, I used a tablet when I was serving. I would say it was very beneficial because I was able to send food and drink orders as I am at the table, which would help me to not forget to place the order after leaving the table. I think a downside to using a tablet was that I was not able to interact with the customers as much when I was taking the order because I had to focus on making sure that I did not make any mistakes while entering the order into the computer. I also found that I was able to take an order much faster while writing it down as opposed to using a small tablet where it can be easy to make mistakes."

7. **What are some of the apps and websites you use during your work day?**

   "Open-table (for reservations)"

8. **What is appealing about a potential app that allows customers to leave nice comments about workers, if anything?**

   "I think it would be really nice for workers to be able to go on an app and see nice comments that were left about them. I think it would improve their performance knowing that there are customers out there that really appreciate the work that restaurant workers do."

9. **If an app like this was created what features would you want/ expect it to include?**

   "A spot to leave positive comments and a spot to leave constructive criticism for the workers."

   How would the use of such an app make you feel?

   i.   "It would make me feel that I want to improve my performance at work."

Interview Employee #4: Ethan (Chili's)
1. **How often do you receive a compliment from a customer?**
   I would say I get an in person compliment about every other shift

2. **What helps improve your mood at work?**
   Tables being accommodating and having a good staff for the night improves my mood at work

3. **How do you currently go about keeping a positive attitude during your shift?**

4. **What is the biggest pain point dealing with customers?**
   When we have run out of a certain food like fries (including on a potential app what the restaurant is out of would help alleviate that)

5. **Manager only: Is there anything you do or say that improves your wait staff's overall mood during their shift?**
   n/a

6. **Do customers ever influence your performance? If so, how?**

When a customer is being rude I tend to not be concerned with checking up on them as often or rushing to get things out to them

7. **What is your opinion on the use of technology, such as tablets being used as part of daily tasks at your establishment? What do you think the benefits are?**

   I appreciate having technology in the restaurant, the prestos (tablets) at the tables are especially helpful on busy days because when I customer is ready to leave they can pay on the presto and leave without having to flag me down

8. **What are some of the apps and websites you use during your work day?**

   The only app I use is my scheduling app

9. **What is appealing about a potential app that allows customers to leave nice comments about workers, if anything?**

   Currently you can leave messages about the servers on the prestos however they just get emailed to the manager who picks the best ones to post in the kitchen. It's always fun to see what people say but it's rare that we get to see it so on an app I would want to be able to log in and see every comment about myself

10. **If an app like this was created what features would you want/ expect it to include? How would the use of such an app make you feel?**

    Having an app like this would motivate everyone to do a little better at work in my opinion I would personally enjoy having it