



## Case 2: Client Complaint

This morning, you received the following email from Sandy Sullivan, one of PSA Bartending's most frequent customers for event bartending:

*Hello,*

*I hope your week has been going well. I'm emailing you to say that I am disappointed with PSA Bartending's service at the lecture reception last night. The event was an hour long and the bartender assigned to our event arrived 30 minutes after the start time, although they stayed 30 minutes after the event ended to help clean up. However, I am upset that the bartender arrived so late. I'd like to ask for a full refund, which is \$35.00 for the event length plus the \$15.00 we paid for cleanup.*

*Best,  
Sandy Sullivan*

### Directions:

- Please present to us how you would investigate the reported issue, address the bartender, resolve the issue with the client, and what you would do to make sure this does not happen again with future events.



***Please prepare the presentation of this case in advance of your interview!  
Please limit your slide usage to 3 slides.***

\*Ask to have them email the presentation after to [recruiting@pennstudentagencies.com](mailto:recruiting@pennstudentagencies.com)

### **Case 1 : Pitch**

You are currently the VP of Marketing for PSA. This morning you received an email from the Marketing & Outreach Manager of Benny's Diner regarding a promotional campaign.

*Hello,*

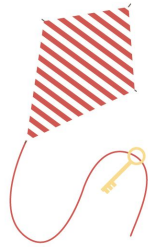
*I hope you're feeling well prepared as you head into your finals season this semester! I wanted to hear your ideas for a promo campaign for Benny's as students return to campus after winter break. Can you assist me by delivering a plan for this campaign, and come up with a brief presentation on your strategy? I'd like the following points to be included in your proposal:*

- *goals of the campaign*
- *target audience/segment*
- *types of promotions*
- *channels of distribution*
- *timeline*
- *working sketch of the design/theme of the promotional materials*

*I've attached some informational documents to help inform your decisions regarding this project. I'm excited to see what you come up with!*

*Thanks,  
Marketing & Outreach Manager*

## Appendix 1: Simplified Branding Guide



PRIMARY



SECONDARY





## **Appendix 2: Diner Operations**

### **Executive Summary**

Our goal is to create an entirely student run diner cafe offering a variety of home-style breakfast items geared specifically for the Penn community. The cafe will be an inviting, friendly, and student centered study and gathering space in the heart of Penn's campus. Benny's Diner's mission is to provide an eco-friendly, affordable, home-style, and community-based dining experience to Penn students - through the integration of Penn's unique diverse cultural perspectives. We will also work to build relationships with on campus and Philadelphia based organizations in order to help create a sustainability minded dining facility to ultimately reduce our resource consumption and food waste. Benny's Diner will be overseen by Penn Student Agencies (PSA), an organization that provides Penn students unique experiential learning opportunities and has provided a chance for students to live and learn entrepreneurship and business management. PSA is composed of 10 student-run businesses with services in retail, laundry and water delivery, graphic design, and food service.

### **Business Model Overview**

The business model for the cafe is based on the business model of Williams Cafe, a current Penn Student Agency, with some adjustments to accommodate the expanded market and food offerings influenced by the business model of Felice's Kitchen, a Loyola Limited student run pizzeria. Penn Student Agencies is a founding member of the Student Run Business Association (SRBA), of which, Loyola Limited, a student -run business program of Loyola University Chicago is also a founding member. The SRBA's mission is to promote, connect, and cultivate experiential learning-based student-run business organizations in higher education for future leaders. The addition of a student-run restaurant will help put the University of Pennsylvania on the forefront of this mission.

The cafe's physical storefront will be in the Houston Hall Paris Cafe space, currently occupied by Creperie, where customers will be able to order, dine, and study 7 days a week. The diner style cafe will be open Monday through Thursday from 8am to 10pm, Friday and Saturday from 9am to 12am, and Sunday 10am to 7pm during the academic year. During the summer the cafe will operate on reduced hours; Monday through Friday 8am to 6:00 pm. However, we are open to working out the business hours with VPUL Facilities based on their needs for Houston Hall. This location would benefit from the acceptance of Dining Dollars and the utilization of the Mobile Ordering system, which we would like to explore prior to opening. All menu items for sale will be purchased in the diner and will be optimized for the versatility of dining experience. Students can customize their experience by dining in or carrying their food out. The cafe will also explore alternatives to traditional dining practices to help achieve our eco-friendly goal.



Contracting a Penn-affiliated business for this venue would better facilitate the support and engagement of the students and cultural resource centers than looking outside the University. Since PSA is a network of established Penn student-run businesses, the staff of the cafe would be able to interact directly with its customers on a regular basis and subsequently provide the unique experience and service that students care about.

Establishment of the cafe will result in the direct creation of 25+ student jobs that are readily accessible to work-study and first generation, low income students in addition to non-work study students. Benny's Diner will allow for students who are interested in culinary arts or the food service industry to have a hands-on experiential learning opportunity directly on Penn's campus. This will offset tuition costs for these underserved student populations while simultaneously providing the opportunity to teach transferable business and managerial skills required in today's society. Consequently, enabling students to find work in addition to tasty, quality food items on campus will only further integrate them into Penn's community.

### **Services & Food Offerings**

The cafe hosts a variety of food offerings that cater to the diversity of cultures and dietary restrictions of the student and staff populations on Penn's campus. Our main goal is to create a dining experience that reminds customers of home. Our menu will reflect that and include comfort style breakfast items all day. Highlights of our menu will include omelets, breakfast burritos, pancakes, waffles, and sandwiches, all of which would have customizable options for the customers. We will also adhere to students who have dietary restrictions by having vegan and gluten-free options. As an alternative to traditional pancakes, we will also have the option of Kodiak cakes, which are a protein packed pancake alternative which would be popular amongst athletes and the health conscious. Alongside the food options and bottled soft drinks, we will also offer a selection of specialty beverages including lattes, cappuccinos, and coffee, with flavor shot varieties.

With a location inside of Houston, we do not simply want to occupy the space, we want to be a part of the community that exists within the building. Houston Hall is the nation's oldest student union. It is home to the Penn Student Government, Student Federal Credit Union, and many reading rooms. Implementing a student-run business is only furthering the purpose of a student union and will garner a more welcoming atmosphere to an already comfortable space on campus.



## **Appendix 3: Market Analysis and Client Base**

### **Market Analysis & Competition**

We believe the market for a home-style diner that is open late already exists within the Penn student community; however, it is currently not available. Our extended weekday hours, and weekend availability allows for additional student occupation and an ability to tap into the market of Penn students to a greater extent. Instead of resorting to possible competitors like Sabrina's Cafe and Green Line Café, students would be able to go to an on campus cafe that is in an accessible, convenient location and is focused around the student. On campus faculty and staff will also be able to utilize this space instead of going elsewhere to find breakfast items. Furthermore, since many Penn students come from varying socio-economic backgrounds, not all are able to participate in these weekend activities without utilizing the dining plan.

Since the announcement of the closure of Tortas Frontera, students have expressed the want and need for a diner style facility on campus. This was heavily expressed in a recent opinion article from the Daily Pennsylvanian, an independent, student-operated newspaper at the University of Pennsylvania. In the article, and its comments, students would want a diner that is nostalgic and has foods that remind them of home cooked meals. As students, the cafe's founders have garnered support within our various student groups on campus for this prospect. The location at Houston Hall will showcase the offerings and support the Penn community has for its students and provide a great place for the thousands of Penn visitors to stop in for a treat before or after their campus tour.

Our long term goal is to leave a lasting impact on students, staff and visitors. The cafe is meant to bring students of diverse cultures, staff, and visitors together to experience all of what Penn has to offer.

### **Client Base**

Benny's Diner's client base would be made up largely of Penn undergraduate students, on and off the dining plan. In addition, graduate and professional students will be welcomed into the space. The cafe would cater to the needs of Penn staff and university officials, deepening the already present student - faculty relationships. In addition, prospective students and their families visiting Penn, will pass by its location while touring, and may be attracted by this glimpse into the life of a Penn student actively engaged in their community. Students who frequent Houston Hall and the departments housed in the building would be target customers. "For students, by students," Benny's Diner plans to be a new integrated hub for the Penn community.